Flight Standards Strategic Management Conference

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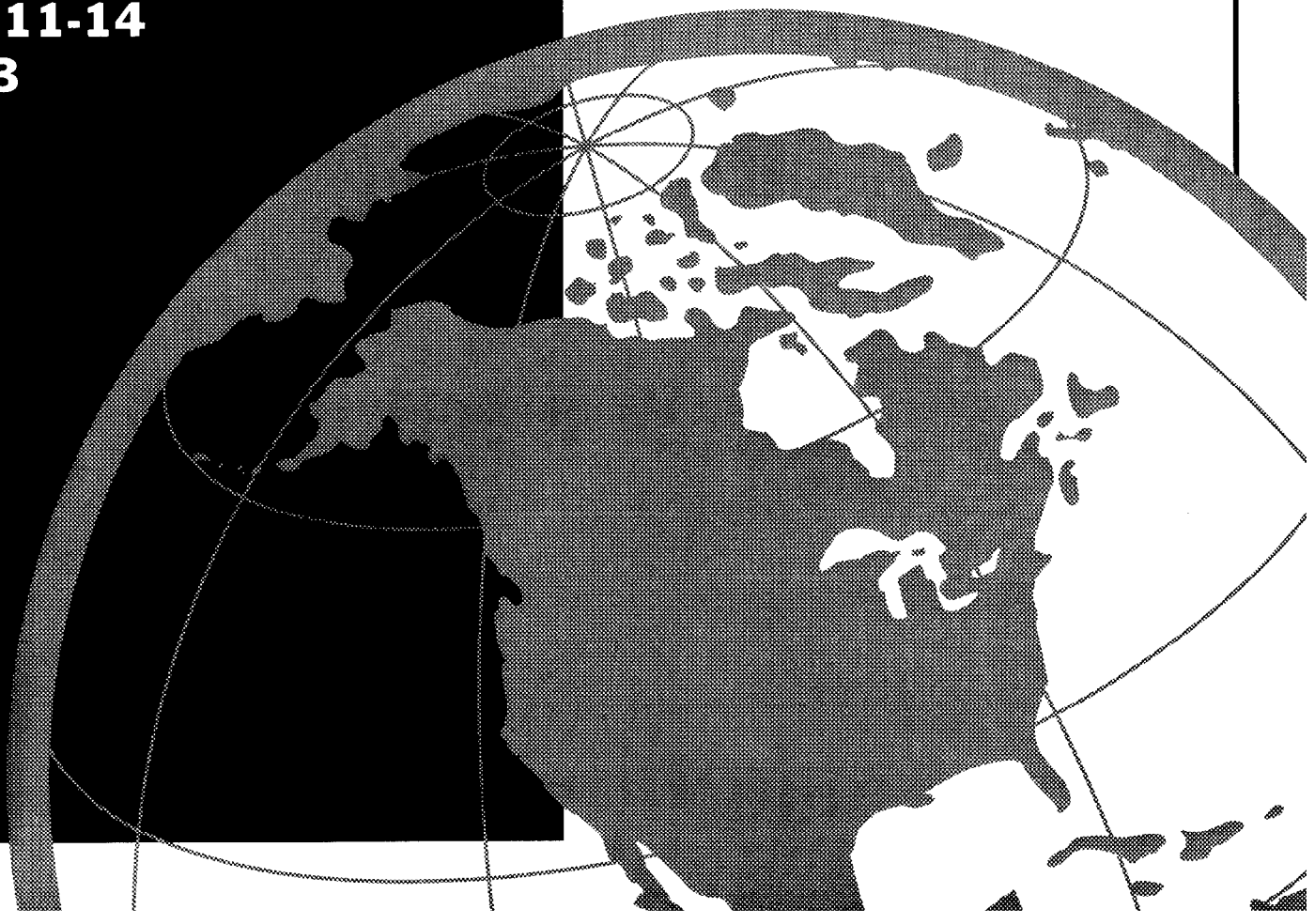
Proceedings



PREFACE

Thomas C. Accardi
Director, Flight Standards Service

This year Flight Standards held its most important and most successful strategic management conference ever. Our success was the product of a great deal of hard work on the part of a number of dedicated individuals and teams. When I reflect on what it took to pull this off, I am pleased not only with the end result but also the unselfish cooperation, integration, and interdependence displayed by all those involved in this project.

As you review this document you will get a sense of the efforts put forth at the conference and the achievements we made. And that was impressive. But you won't be able to see the work leading up to and carrying us through the conference. And that's unfortunate. We called on many of you and you came through for us.

My thanks for all you've done.

Over the months, we saw things fall into place and people take on roles with more and more confidence and enthusiasm. We can only speculate on where we take it from here. But if history is any indication, we will see significant results because of the great potential that lies within our organization and our people.

This was just the beginning. As you will see from our "Next Steps" section, there is much to do. And again, we will call on you to play a role in what lies ahead for Flight Standards. I have no doubts that you will again rise to the occasion.

As Joe Del Balzo said in his opening remarks, what we are undertaking is exciting. This is also a challenging time for our organization. I am confident that together we can shape our future, refocus our organization, and meet the new world of change that awaits us.

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PART I: CONFERENCE OPENING

The Flight Standards third annual Strategic Management Conference opened to an audience of over 200 regional, field, and headquarters employees. Participants came prepared to listen, learn, and participate at one of the most significant points in the history of the Flight Standards organization. This time was significant in terms of what was about to be undertaken and the way in which it would be achieved. Flight Standards was about to put into practice what had been talked about and developed for several years. Flight Standards managers and employees would be personally involved in refocusing the organization and redefining its products and services.

Tom Accardi, the Director of Flight Standards Service, set the stage when he opened the session by calling this the most important conference ever. From his perspective, this conference would be about interdependence, integration, and movement together. He commended the audience for their commitment and conviction to the team approach that Flight Standards has fostered over the past 3 years. He commented that Flight Standards now exists in a global arena in that we now have managers permanently in place, doing business around the world. Consequently, our products and services must now be credible around the world. Flight Standards has prepared itself and its people for this and is as ready as anyone to meet the challenges and changes of the future. The discussions which took place at this conference represented another step in the continuing plan to move Flight Standards Service forward as a significant part of the FAA.

Mr. Accardi spoke of how pleased Flight Standards Service was to have the support and participation of Acting FAA Administrator Joe Del Balzo, Associate Administrator for Certification and Regulation Tony Broderick, and Phil Boyer, President of the Aircraft Owners and Pilots Association, with us to start things off.

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KEYNOTE SPEAKER

Joseph M. Del Balzo
Acting Administrator
Federal Aviation Administration

Good morning. I am excited for all of you and for what it is that you are going to be doing this week. I was impressed with your meeting last year, and I continue to look at all of you and your organization as a model for how we, as an agency, need to be doing business differently than we have in the past. I can't overstate the importance of thinking and managing strategically and that is exactly what you are doing.

I don't believe there is any question that what we do today has to be done within the context of plans for the future and the aviation environment for tomorrow. Tom Accardi was heavily involved in building an FAA operational plan and I know that the Flight Standards organization is moving in a direction that is consistent with that operational plan.

I don't believe that there is any question that finding ways as an organization to be more flexible and to respond quickly to new challenges and change is one of the most important things that we need to be doing today.

We have an obligation to think about how we manage our work and our organization. And we need to think about this the same way we think about how we manage our own check book and our own personal accounts. We must do everything more efficiently, more effectively, and more productively than ever before. I will tell you that at the executive board level in FAA, we are looking to run the FAA more like a business. We've asked ourselves what is it that we would do differently if we were going to run the FAA like a business.

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I congratulate him for it. But I will also tell you that Tom couldn't do any of this if it weren't for Tony Broderick. Tony has allowed this to happen, and I thank him for it. I have never seen a harder working, more dedicated workforce, in or outside of Government, than we have here at the FAA. I know that our job for today and tomorrow is to do what we do well but do it smarter, better, with less cost, and with increasing attention to quality.

All of that is hard work but it is not impossible, and the fact that you have taken on that task means that we are going to get there. It is not impossible when we have teams like yours in place willing to take the risk to operate differently, to challenge the status quo.

As I finish up, I would just like to congratulate all of the award recipients who will be honored at tonight's banquet. I would also like to tell you how honored I have been to have the opportunity to lead the world's finest aviation organization. Being the Acting Administrator for just these few months has deepened my perspective that there are few organizations in Government who carry such a heavy responsibility as FM, and who carry the responsibility that each of you do in the flight standards area. When I go back to my regular job as Executive Director I hope that this experience will help me serve you better. That is my obligation to all of you.

I thank you for inviting me here, and I wish you a successful and productive conference.

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KEYNOTE SPEAKER

Phil Boyer
President, Aircraft Owners
and Pilots Association

Thank you Tom. Good morning. This morning I want to talk about a partnership. The need for a partnership between the FAA and AOPA. One that I think at the present time is really underway, especially with Bob Wright and Tom Accardi, and the rest of the Flight Standards group and other FAA staff -- including the Acting Administrator, Joe Del Balzo.

I think it is good for us to understand the kind of environment we're operating in, so let's talk a bit about the general aviation community that AOPA and FAA are trying to serve.

STATUS OF GENERAL AVIATION TODAY

The pilot population numbers are not good. The latest FAA numbers are from 1991: 692,000 general aviation pilots. We estimate that's now closer to 680,000.

As you can see from this chart, the trend over the last five years is downward. This is an area that concerns all of us who make a living in general aviation and you who serve general aviation.

The number of student starts in 1992 was the lowest in 22 years: only 78,000. This year, 1993, did not start off very well, either, but the numbers improved in March and April.

Private certificates: We were really excited by the increased number of private certificates issued in 1991. That was my first year as the new AOPA President. "Look," I said, "under my leadership, more people are getting private certificates than ever before. What an influence!" Well, the bottom

dropped out, as you can see on this chart. All the growth we'd shown in 1990-1991 was blown away in 1992. This may be the fault of the economy; it's hard to tell exactly.

In today's environment, it's important that instrument ratings are climbing. If we take the Cerritos accident of 1986 as the start of the graph, we see the trend towards instrument ratings is going up. It looks like more and more people were saying, "I want an instrument rating even if I'm not going to use it for full instrument flight, but just to be able to cope with the system we are flying today." As it happens, the percentage of AOPA members with instrument ratings is about 10 points higher than the average for all pilots. Our members tend to be higher rated, more active, and more serious about their flying.

Nevertheless, as you can see, in 1992 there was a severe drop in the number of pilots who got instrument ratings. Once again, maybe the economy was a major factor. If we look at annual hours flown, we see that it's not a very exciting story for general aviation, either. The lowest bar graph represents the latest year of FAA figures, 1991.

I won't belabor you with all the concerns about product liability; you know that's a problem in our industry and one of the major reasons that so few new piston airplanes are produced. But these 1992 figures, as reported by the domestic manufacturers, were the lowest in many years. Just slightly under 900 units were delivered, many of them turbine-powered aircraft -- turboprops or turbojets.

As to active GA aircraft in the fleet, we are still under the 200,000 mark -- about 198,000, I think. That number is certainly not climbing and we can't expect it to. We export quite a few aircraft; we total a few of them each year; and we are not producing any new ones. So the fleet total may continue to decrease in years to come.

AOPA LISTENS TO PILOTS

In AOPA, we are constantly surveying our members. As a 25-year member of the organization, I used to say to myself, "How did they take that position on Mode C?" or, "That isn't the way I fly!" But then, when you represent some 305,000-plus members, you realize there is great diversity of experience and opinion among the members and you've got to try and cope with it.

You're representing all kinds of pilots, from the airline pilot to someone flying a ragwing without an electrical system. To help us cope with this reality, we constantly survey the members. We are always in the field, either with professional outside research on the major macro issues or with our own in-house mail and telephone issue surveys. We receive approximately 1,000 calls a day to our 800 number. They range from "change my address" to "what's the regulation on this" or "I need help on my medical." We ask many callers a series of related questions on a current issue. In some cases the questions have to do with some service FAA is offering, not offering, or about to take away. We get our "Overnight Ratings," just like the TV broadcasting industry.

When I go into the office this afternoon, I'm going to see an analysis of the questions that we asked last night, along with a tally for the week so far, giving me an instant indicator of how the membership feels. It's a great way to stay in touch with the membership. And every time we know that you're about to come out with something new, we're generally leading your announcement with a question or survey. Then when we come to you, we can represent the majority of the members' interests. Let me share with you some of that research.

Here's a chart showing the opinions of pilots on the general aviation environment -- excellent, good, not so good, or poor. The majority, some 41 percent, say that it's not so good. We asked if the GA environment will get better, get worse, or stay the same. The majority think it will get worse.

We asked pilots what they see as the most important issue affecting GA today. I think you can be pleased that the smallest slice of that pie chart is "excessive regulation." We didn't see that small a slice just five or six years ago -- it was the largest segment of the pie! So it appears that, overall, pilots see you FAA regulators in a much more favorable light than they used to.

The cost of flying is definitely the pilots' main concern today, and that's what's driving down the number of student starts, private certificate issuances and advanced ratings.

IT'S NOT ALL BAD NEWS

There is some good news. It's in general aviation safety, and you here in this room can take a lot of the credit. These figures are improving, no matter how you look at it -- total fatal accidents, fatal accidents per 100,000 hours -- all the indicators. So we can turn to the general public, to those who criticize general aviation, and talk about a really outstanding safety record.

Another bit of good news is the fact that used aircraft transactions are stable. Now you say, what does that mean? Well, I can point to those GAMA figures on new aircraft production and say, "That's not the whole picture." We have a very healthy market going in used aircraft, about 50,000 transactions a year domestically. That's where the real activity is in general aviation. I might even claim that, while product liability is a major ill, we have a marketplace problem also. Last July, my wife and I bought a 1977 Cessna 172 to bring back the fun of flying. That plane has brought us a lot of enjoyment... and some utility. I've used it to run down here to Washington, to fly into National for a meeting, and just to clear my head during a busy week of meetings. The important point is this: that airplane cost less than many of the cars people are buying today. It's in beautiful condition, totally fixed up, painted up, spruced up -- which, incidentally, is also where the marketplace is today in general aviation.

So if product liability went away tomorrow and Cessna came back and started building 172s again, what would the typical price be? Probably about $130,000 IFR-equipped. You tell me whether I would rather buy the 1977 model I have, fix it up the way I want it, painted up, new engine, everything else, and still fall in the $30,000 range, if my alternative were a new airplane costing $130,000? I suggest that we're going to have a new-aircraft marketing problem, even if tort reform passes and we start flushing new airplanes into the system. The used aircraft market statistics, it seems to me, make that clear.

More good news: AOPA indicators are healthy. Our membership is at an all-time high. At the end of last month, I am proud to say, AOPA had grown to 307,500 members. That's an increase of some 8,000 just since January of 1992. In light of the decline in the pilot population and the slowdown in student starts, our membership growth is fantastic. If you asked me why AOPA membership is growing, I could just smile and answer, "Leadership, of course." But my serious answer would be, I think it's due to a widespread concern among pilots for the environment they're flying in, for the rising cost of flying, and an impression that things may be getting worse for general aviation.

Let's look at some of the other AOPA indicators.

Many of you were at our annual convention, EXPO '92. AOPA's annual event is not like NBAA or HAI or a lot of the other aviation shows. We are not a trade association, we are an individual membership organization, so our AOPA EXPO must be held where members can justify bringing their spouses, even the kids. Usually they have to take time off from work, use their vacation, pay for the trip -- all on their own. Therefore, attendance at an AOPA convention is a significant indicator of real interest in aviation and in AOPA. Attendance at AOPA's EXPO '92 in Las Vegas last October was at a record high. All predictions for EXPO '93 in Orlando this fall forecast an equal number of attendees.

AOPA EXPO Exhibit Space: This shows for us the health of the industry's manufacturers and suppliers. For the most part, they're not airframe manufacturers but people making avionics, the fix-ups, the engines, the propellers, the things that go into our used aircraft fleet. And remember what I said about the used aircraft market: a quarter of the fleet turned over last year alone. At AOPA EXPO '92, demand for exhibit space was at its highest peak ever.

Another positive AOPA indicator is our AOPA PILOT magazine. Advertising in AOPA PILOT last year tallied the highest revenue and the highest number of ads we've ever had, promoting a lot of new products, primarily in the avionics field.

Here's a pie chart representing the total pilot population. There are AOPA members and there's our estimate of the inactive pilots. You can see that about 53 percent of all active pilots are AOPA members.

Now let me give you a little more of the survey results we've come up with.

WHAT ARE PILOTS' CONCERNS?

This is a very interesting chart, one that I think you should be proud of. Look who our members think are the least friendly to general aviation. It's not FAA. It's Congress. Naturally, as the chart shows, state aviation agencies can get even closer to pilots. Some states have excellent aviation programs. We're in one right now, in Virginia, where Ken Rowe heads an outstanding state aviation organization. They are forging a bond with the pilots in their state, just like you're trying to do on a national basis, and of course activities on the state level are going to be more evident to the average pilot. But look where the FAA ranks in pilot esteem compared to some less flattering rankings of a few years ago.

When we got the first hint of FAA's most recent budget constraints and heard about the possible cancellation of DUATS, we asked our members just who uses that service? What percentage of general aviation pilots are using DUATS? The 21 percent figure you see on this chart might be slightly high if applied to the total pilot population, because pilots who pick up the phone and call AOPA's 800 number tend to be the more active and higher-end pilots. So I'd say the percentage may be in the high teens, and your DUATS transaction figures probably translate to something like that.

On the other hand, at every pilot meeting I've conducted recently from New York to Texas, I've been asking how many of you use DUATS? And every time, 75 to 80 percent of the hands go up. We realize those aren't great numbers, but they're significant, they're growing, and there's a very vocal and activist segment that is using the service now. Incidentally, we took a second survey about a week-and-a-half ago after the possibility of DUATS being eliminated had become public, and the number of pilots reporting that they use DUATS had jumped to 25 percent.

Airspace Reclassification: We use the data from our surveys to drive programs, not only for AOPA, but for the AOPA Air Safety Foundation. Incidentally, Roger and Bob and Tom have been extremely helpful to the new Executive Director of the Foundation, Bruce Landsberg, who took over from a former leader of yours, Don Engen. Bruce is doing a super job of addressing pilot training needs in new and different ways.

About the middle of this month, we are unveiling in Georgia a two and a half hour, single-subject safety seminar that we will be conducting in conjunction with your people down there. It's on the upcoming airspace reclassification. It will begin with the history of airspace design. Then participants will plan a flight using a chart we'll give them with the symbols of the new airspace design.

We'll cover weather and communications factors, and then end the evening with a "Jeopardy"-type game show, giving the answers and asking members of the audience to pose the questions. By the end of the evening, they'll understand the new airspace system.

Before we went into this project, we ran a survey to see what kind of reception such a seminar might have. The survey data showed that 84 percent of pilots are certainly aware that something is going to happen next fall. About 27 percent have attended seminars conducted by FAA or other institutions, and 81 percent probably would attend a seminar on airspace reclassification. That gave us a good basis for going ahead with the project.

Among AOPA members, 93 percent think general aviation needs economic stimulus, but only 29 percent think we'll fare better under our new president. "Where's the Clinton stimulus?" they ask. "Is the Administration proposing product liability reform, or luxury tax repeal, or an ITC?" Surveys are showing us that 74 percent of the AOPA members surveyed opposed a federal aircraft registration fee for deficit reduction. And 97 percent agree with AOPA's plan to cut spending before we raise taxes on general aviation.

Remember, the high cost of flying is what most concerns the majority of pilots and the rest of the general aviation community -- which is to say, FAA's and AOPA's constituency.

About once a week across my desk I get heart-wrenching letters, usually from older folks, saying I'm turning in my membership card. Thanks a lot for all you've done for aviation, but I've sold my airplane; it just got too complicated, but more importantly it just got too expensive and I finally decided I had to give it up. That's sad. You understand how they feel. You, too, love flying. But the graphs and charts I showed you earlier explain why they feel compelled to quit. However, many are fighting on. We sent out an AOPA Pilot Alert on the proposed registration fee and the avgas tax increase, and the result was 45,000 letters of protest to senators and members of the House.

COOPERATION

There are some areas in which our two organizations really cooperate and have worked well together. First of all, it was nice to step into this job 30 months ago and meet Jim Busey, who had a really good understanding of the operations of the Agency. There wasn't anything you couldn't talk to him about and if it wasn't on the top of his mind he'd say, "I'll find out about that,' -- and he would!

The same was true of Barry Harris and Sam Skinner -- all the top people you've had who are pilots and love to fly as much as we do. That stimulated a lot of growth and synergy between the agency and AOPA that we've continued with Joe Del Balzo as Acting Administrator. And we've maintained that working relationship despite occasional tumult in DOT and changes at the top of FAA.

Among our joint accomplishments, I would cite the work at RTCA. By the way, our own Steve Brown is the new Chairman of RTCA and we're very proud of him. We participated in a big way in the GPS implementation timetable study FAA commissioned RTCA to do, and I think we can all be pleased with the results.

Then there was the GPS overlay

approach test program in which we worked together to demonstrate the validity of GPS as an approach system. Some of my staff complained about my tying up the AOPA Bonanza in that program for five months, but when I go around to pilot meetings and show the videotape of that approach testing at the FAA Tech Center, it really brings down the house -- not just for the technological breakthrough it illustrates, but also because it shows that AOPA and FAA now have an effective partnership in operation.

TCA User Groups: Your cooperation with user groups that AOPA Regional Representatives have helped form -- especially in connection with TCA revisions -- has gained respect for both FAA and AOPA among pilot groups on the community level.

Mode S postponement: This is another area in which you've recognized where the industry is...where we are, where you are...and what can be done to help us both without driving us into an unnecessary technology that would cost pilots money.

And then, of course, there's Bob and Tom's General Aviation Action Plan, in which AOPA and the AOPA Air Safety Foundation participate along with other general aviation organizations.

MORE COOPERATION NEEDED

On the other hand, AOPA members have told us that more consistent interpretation of regulations by your various offices would be welcome, and that's something you in this room control. Sometimes the pilots find the wording of regulations and instructions ambiguous. Occasionally, this is compounded by the local FAA authority's interpretation, which may differ from the interpretation the pilot has received elsewhere from another FAA office.

Because AOPA is a national organization, our 800 number gets calls from all over. One pilot will say, "Well, I've heard this over here." And our people dealing with somebody on the other side of the country hear that the same question has been interpreted in a different way over there. And we worry about the people who don't pick up the phone and call AOPA, who don't go to you and ask for further explanation. So sometimes these pilots get caught in the regionalism of your environment. They're penalized, and they can't understand why.

This appears to happen fairly often in connection with Section 609. The peremptory check ride and the spot inspection of airplanes are sometimes abused, it seems. Sometimes pilots don't quite understand the full ramification of what has been done before they get this section applied to them. And a few local FAA officials appear to be unaware that Section 609 requires that a pilot or aircraft owner be informed of the reasons for 609 action before any action is taken. One of our latest concerns is frequent ATC reports of inoperative transponders. We've done some trial runs and we're not convinced that it isn't perhaps your own radars that have some faults as far as transponders are concerned.

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KEYNOTE SPEAKER

Anthony J. Broderick
Associate Administrator for
Regulation and Certification

Good morning. It's a pleasure to be here today with so many old--and new--friends. I was very interested in what Phil Boyer had to say this morning about leadership. He reminded us that it's all too easy for people at the top to take credit for things when they are going well. It's also easy, but much more rare, for them to take credit when things are going poorly.

Phil said that leadership was responsible for AOPA's membership growth. Phil is a breath of fresh air in AOPA and it's delightful to be able to work with him and to form the kind of partnerships that we have with him. But I think there's more to it than that. What I think is really the key to the growth in AOPA membership is the services they provide. People have the perception that they are getting something by affiliating with AOPA. They look at the FAA's role in the system in a different way. They generally don't look at the positive things. It's very difficult to convince people that those of us in government are truly here to help them. As you saw in the statistics that Phil presented, there is some good news out there. But as you also saw toward the end of his talk, a couple of bad news items can spoil the good news very quickly.

Tom Accardi, Bill White, and I talk almost every morning. Sometimes I worry that when we do talk it seems its always about the bad things...look what's happened here...look at the difficulty we have in this office...look at this external load operator that's had all these accidents...what are we going to do? We lose track of the fact that we've got a hundred field offices out there dealing with 500,000 to 750,000 pilots, and 250,000 airplanes. I won't give you all the numbers--you've heard them before.

Our team is a terrific team to be on--99.99 percent of what goes on every day in the FM and every day in Flight Standards goes well. And that's due to the leadership that you provide at the local level, the leadership the regional management team provides at the regional level, and the leadership that

the Flight Standards management team provides here in headquarters. It is important for us to remember this during the next three days as we talk about change and re-focus. Let's not lose sight of the successes that we have had and the tremendous accomplishments that we achieve literally on a day-to-day, hour-by-hour basis.

We have a new Administration. There is a wind blowing around town. around the country, and throughout the world. It is the wind of change. I'd like to think that this change presents a real opportunity, indeed, many opportunities for us. We have an opportunity, some might say a need, depending on how you choose to look at it, to re-consider the goals of the organization and how we want to achieve those goals. Some will be driven by necessity.. .budget necessity, technology change, environmental changes. But this also present an opportunity for us to finally set things right: to get things done the way we've always wanted to see them done.

We have an opportunity to make better use of technology of all kinds, whether it's training technology or computer technology. We have an opportunity to increase employee involvement and responsibility at every level of management--more than in a strategic change sense of taking accountability for our own destiny, more than just in a budget sense, but in working with the union. We have a new union. We are off to a terrific start, I think, in developing a good professional relationship. Let's keep it that way, and let's take advantage of this opportunity.

Let's take advantage of the many opportunities that we will have in the future to diversify our work force. I'm looking out over a fairly homogenous group right now and I'd like to see more diversity in the work force that we have. Let's build on the accomplishments we've made. You can help us achieve even more creditable results.. .you can help us create an even more efficient operation. In doing that, let's focus not only on efficiency but on the quality of our work life and the quality of the product we deliver. Each of you plays an absolutely key role in doing this.

It is important to recognize that our effectiveness. My effectiveness--your effectiveness--is enhanced and, in fact, completely dependent upon others. Interdependency in this day and age is something that each of us has got to recognize if we're going to be successful in today's complex aviation environment. We have interdependencies between organizations -- between Air Traffic and Flight Standards, between Aircraft Certification and Flight Standards. And we also have interdependencies in the organization. There isn't a single person in this room who doesn't depend, literally on an hourly basis, on a number of others.

Viewed over the year each of us will, at some point, depend on all the others in this room. We can't succeed alone. It just can't be done. We have a long and proud history of past accomplishments. Now we've got the opportunity to redefine the organization as you see it best, to re-focus our energies to make the best use of our people, our

technologies, and the funds we receive. And do it in a way that makes the most sense professionally and from the standpoint of how best to do our work while providing a quality work place.

We need a common agreement on our goals as an organization and our approach to achieving those goals. This agreement is critical if we are going to succeed in achieving our goals.

For the next few minutes, I'd like to outline some of the issues for your consideration during this meeting. The theme that you are going to hear about over the next three days, and one that is not unfamiliar to you, is the theme of change. We have, as I mentioned, changes with the union, changes with automation and changes with technology.

Many of these changes are, as we all know, inevitable. But not all change is inevitable: we must help make it happen. The FAA is committed to achieving a more diverse work place. I think it's important for all of us to face the reality that we don't have in the FAA in general, and in Flight Standards specifically, a particularly diverse work force. And that's too bad. It's too bad because it deprives us of the different view points that we get by having people from different backgrounds and cultures. We are deprived of their input to our work.

In order to provide the kind of services that we want to deliver--as Tom pointed out, the most professional, creditable, and responsive services--we have to have the most diverse work place possible. I'm talking about diversity in terms of people and hiring and diversity in terms of ideas and opportunity. I have had the privilege of working on a number of teams that deal with this subject.

One of the conclusions that we in FAA's senior management have reached is what I call the fifty-fifty rule of thumb. In our future hiring, what I would like to see Tom, Division Managers in Headquarters and the field--what I would like to see all of us do--is apply the fifty-fifty rule. Let me explain how it works.

The FAA workforce today is predominately white male. Our future hiring goals should seek to fill one out of every two vacancies with women or minorities. That's the only way we are going to make significant changes in our environment.

I'm calling on you to consider groups of people, not individuals, when you are hiring. Work with other managers--interdependency again--both inside and outside your region so that the agency will have the benefit in the future of a mix of people, a diverse mix of people from all backgrounds, from both genders, from all races, religions, and nationalities. It may be difficult to do in many cases, but it is not impossible. It is a recruiting issue. It is not that diverse selections are impossible, it's that they aren't being made. We are not making the effort to recruit people. It's harder but it something that is worth your while to do.

But I want to go beyond just hiring. I want to talk about training opportunities...about developmental

opportunities. Anytime any of us has an aggregation of nominees to make for a particular kind of opportunity for advancement or career broadening, I'd like you to apply the same fifty-fifty rule of thumb. When that happens, slowly the work environment will change. It won't change tomorrow, It won't change next month or even next year. But over time, the agency that you help manage is going to become a better agency in part because of our focus on diversity.

Let me shift gears a bit and amplify some of what Tom mentioned. The requirement to continually produce creditable products and processes is something that I think is quite important. You heard the complaints from AOPA. It is the arbitrary nature of things, the lack of credibility, that very often causes people tend to react negatively. Our credibility is only as good as others perceive it to be. If others don't perceive us as credible, then, by definition, we're not credible. If people don't perceive you as credible, no one in your office, or in the region, or in Flight Standards, or in the agency itself is going to be perceived as credible.

Assessments that bring in people from outside, whether it's on a regional or national basis or as the President and Vice President are trying to do right now, these assessments help determine the level of credibility that we have. It gives us a gauge on how others see us. I would ask you to think about the fact that, in a continually changing environment, as we are re-focusing our attentions, it is essential to consider objective assessments as keys to maintaining, improving and measuring your own credibility--both in terms of the specific technical work that we do and the perceptions that we leave with the customers who deal with us on a day to day basis.

Credibility is, as Tom indicated, a function of professionalism. It's about how you conduct business, your technical competence, whether you really know what you are talking about, and whether you conduct yourself in a professional manner. Professionalism is key to the products and services that we provide. They need to be top quality and responsive to the customer. They must be perceived, again the magic word, perceived as professional products.

I have mentioned responsiveness at least twice today. Of all the positive traits that one could be have, I believe responsiveness is the key. It's the key because if people perceive you the opposite way, as being unresponsive, they are not going to call you. Maybe that's what you want. Maybe you don't want 450 thousand letters coming to you. Because if you don't get the calls...if you don't get the letters...you don't have to do the work that goes along with answering those. calls and letters. But you also lose the opportunity to influence that person.

One of the achievements that I am most proud of in Flight Standards and Aircraft Certification, and indeed, in the entire AVR organization in Washington, is that we are labeled as a responsive organization. And this gives us the ability to influence decisions on many major issues. People know this.

I recently attended a meeting on the hill with Representative Collin Peterson from northern Minnesota. Mr. Peterson is on the Agriculture, Housing and Aviation Subcommittee--it's under the House Government Operations Committee. Before the meeting, I spoke with a member of his staff who clearly knew a great deal about flying. So I looked him up in our Integrated Safety Information Subsystem (ISIS).

It told me that he was a private pilot who received his certificate in 1989, and had a total of 450 flight hours. Then I said to myself "Wait a minute. This guy's flying the pants off something." So I looked again and found that it's a Bonanza. He has flown 450 hours in the first four years after he got his private ticket and is still flying very actively.

A short time later, I talked with him for well over an hour about the accident involving the Hartzell propeller on the MU aircraft...the one in which Governor Mickelson was killed. The Subcommittee had scheduled a hearing on May 27th. I am trying to show you how I approach these things. During the meeting...at about 2:30...the staffer asked me about something that Hartzell had done in April 1992 concerning an inspection recommendation to the NTSB. Aircraft Certification has the lead on this, so I asked Tom McSweeney to see what he could find out.

When I returned to the office around 3:30, I went immediately to Tom's office. Bert Randall, our Assistant Chief Council for Legislation was with me. Tom told us that he had called the Chicago Certification Office and showed me the report he had received from them. Bert looked at me in astonishment. This is a person that I have worked with for years. Bert reaction was, "Wow, it must be great to work in an organization where things get done so quickly."

We were presented with a puzzling question from a Congressional staff member about a recommendation on an issue that wasn't very clearly defined. Within a couple of hours the answer had been found and sent to Washington. Our people in Chicago had never seen the document either, they had to go to Hartzell. It is this kind of responsiveness that lets us fend off the phone calls. And this happens two, three, four times a day from people on the Hill.

I see it as an opportunity--an opportunity to influence what goes on in terms of legislation and appropriation. The importance of this ability can't be overstated.

The reason we have it is not because of me or Tom or Bill, or any single individual. It's because of your cooperation and that of your staff.

When you think about all the people involved in that request, it's like a chain. Anyone in the chain could have stopped or delayed the flow of that information. The fact that they didn't is remarkable. This happens literally dozens of times a day from my office in Washington out to you, from the divisions in Washington out to you, from the divisions in the regions out to you, and from you to the inspectors.

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been spent in each cost unit on labor. And at least once a month, the system will tell us how much each cost unit has spent on travel, supplies, contracts and other expenses.

The kind of system I envision will get the information down to you and to everybody. You will have the ability, within fairly broad guidelines, to manage those resources and to weigh options in a way that you really can't do today. It's going to mean a change in the way we do business. We're going to have to account for time, materials, and supplies. In some ways it is going to add a complexity to your lives but in many other ways, I think, it will open doors that we have never opened before in the agency.

Joe Del Balzo talked about taking risks. This is a bit risky because it will give many more people the discretion to spend. Based on the track record of the people in this room, I know this risk is worth taking for Bill, for Tom, and for me. I am absolutely confident that you will find this is also true for the people that work for you. It is the best way, I think, to make use of our resources -- a quarter of a billion dollars or so -- that we get every year in Flight Standards.

I mentioned training very briefly earlier. We've got to get real about our training needs. We have to quit spending money where it isn't the most appropriate. We have to set reasonable training requirements, establish what we call today the true need for training and then fund that training every year...not just training to become qualified on the appropriate kinds of airplanes, the appropriate maintenance courses, or avionics courses, but recurring training as well. We eventually must figure out a much better way, and I know you are working on that, to deal with proficiency flying in the AVN program.

Automation is another tool that I mentioned earlier. I'm really excited about the third generation software tools that are being developed now. The Safety Performance Analysis System that Nick Sabatini and his folks are developing with the help of the contractors is an amazing tool. It is going to make the old WPMS, now the PTRS system, come to life and be useful for you and, most important, for the inspectors in their day-to-day work in the field.

In conjunction with that, we have the PENS system, the Performance Enhancement System. This system is going to make the inspector's job different, better, and easier in the future than it is today. And it is the future, it's not going to happen tomorrow. Although we are prototyping these systems this fiscal year, it's going to take two, three, four years before we see them come on line. But they are coming and I can tell you that I have been thoroughly impressed with the quality of work, that has been done.

Let me close by mentioning a couple of other things. You heard from Joe that the budget outlook is not good. But I will tell you, very candidly, that this year, we're going to lay our cards on the table. First, we are going to produce an internal report. The report is still in draft form, but it basically says that, on

average, staffing in your organization is about 21 per cent below where it should be. That means that we need roughly a 25 per cent increase in staffing to get the job done based on the kind of work that we do and the environment that we have.

Let me use the magic word "environment,' to put in a plug for the Vital Information Subsystem--VITALS. We use the information that your people enter into the computer to calculate the staffing that you need in each field office and in each region. If the information in VITALS is not up to date, there's a good chance your staffing needs are not up to date. Here's an example. The other day I flew from Los Angeles to Phoenix with Dave Gilliam. On the flight, we went over some of the data on Scottsdale and Phoenix. When I saw Gary, I said to him, "You're in bad shape".

Gary agreed that I was right. Then I told him, "No, you are in a lot worse shape than you think you are." As we talked about it, he realized that he was down below what he viewed as his authorized staffing. But, in fact, his authorized staffing was some huge percentage -- I don't remember what it was -- 20 or 30 per cent below where it should have been because of changes in the environment in the Phoenix and Scottsdale areas and with the growth in Tucson and other factors,

My point is that, believe it or not, we are beginning to use the information that Ed Fell and others are producing. Some of you may have seen the recent memorandum that came from AFS-500. It talked about how, based on the results of inspections that we have seen in PTRS, it wouldn't be a bad idea to increase inspections by 10% for some carriers, but maybe reduce inspections for others. We are beginning, just beginning, to be able to use these tools. Automation is something that has been a long time coming to AVS, but I can tell you it's beginning to produce very worthwhile results.

Given today's austere budget environment, it's not going to be easy to get a 25 percent increase in staffing. What we are going to try to do, and this is not a big announcement or anything but I want to be honest with you, we are going to try to get a multi-year spreading of that increase in staff.

It's going to be a hard road to hoe just to argue that we should have any increase, but we are going to try to provide that through the budget cycle beginning in 1995.

If we don't get the increase, then I am going to come back to you through Tom and the appropriate chain of command and ask you to tell me how we can cut back 'the workload so that in fact it matches the staffing. We can't go on year after year trying to do four people's work with three people. Do I think we will be successful? Yes, I do. It's not going to be fun and it may not happen as quickly as we would like, but I think we will achieve some changes and some gains.

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PART II: TECHNICAL PANEL SESSIONS

The Technical Panel Sessions were the key component of this year's conference. To prepare for these sessions, all Flight Standards significant work activities were divided under six broad categories as follows:

Panel 1. Topic: Air Carrier (to include Parts 121, 121/135, 135 commuter and 135 on-demand activities) with focus on carrier certification, initial operating experience (IOE), proficiency and line checks, enroutes, ramps, spots, and targeting inspections and surveillance.

Panel 2. Topic: General Aviation (to include Parts 133, 137, 135 on-demand, and 141).

Panel 3. Topic: Airmen Certification (to include pilots, flight engineers, mechanics, dispatchers, parachute riggers, certified flight instructors, ground instructors, designated airworthiness representatives (DAR), designated maintenance examiners (DME), pilot examiners (PE), proficiency pilot examiners (PPE), written test examiners, and medical for color blindness).

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PART III: REGIONAL AND HEADQUARTERS BRANCH MEETINGS

AFS-210

The AFS-210 regional managers meeting covered a variety of topics including discussions on position classification, labor relations, computers, security, medical requirements, internal evaluation program, SFA, A-123, VISA program, G-Cars, and FSDO modernization. A great deal of information was provided and exchanged and each session included a question and answer periods. The meeting was a success and participants were pleased to have had the opportunity to meet and discuss issues of specific relevance to their job responsibilities.

AFS-220

AFS-400, AFS-420, and AFS-12 met with the regional 220 branch managers. Discussions included the status of the facilities and equipment (F&E) budget for FY 94 and FY 95 and the mission need statement process in relation to the Capital Investment Plan (CIP) process. This was followed by a discussion on the Global Positioning System (GPS). The group reviewed the results of the flight procedures quality action team and developed a detailed action plan for recommendation implementation as soon as top level management approval is given. There was also some discussion on the status of the Flight Procedures Handbook and on clarifying training requests (OTTNA) for regional 220 personnel.

Participants felt the breakout sessions were a great success. The group accomplished a very ambitious agenda in a limited time and came away with the action plan and other needed information that was satisfying to all.

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Labor Relations: Mike McCafferty, AFS-6

Mr. McCafferty provided a status report and highlighted some of the major issues of the negotiated contract.

- Enroute Policy (Article 80). Managers are to apply the enroute order as it is written; no supplemental written guidance is needed. On a related matter, section 10 of article 50, Annual Leave, provides that annual leave may be authorized in conjunction with a work assignment. Supervisors must balance approval of annual leave in light of requirement that use of enroute authority does not create a conflict of interest. Employees may challenge denials of annual leave requests coupled with an enroute through the grievance procedure.

- Currency Requirements/Training. The handbook bulletin on this issue was made effective May 5.

- Telephone Availability (Article 39). Managers were asked to meet with their office representative and begin negotiations. Any agreement should provide for managers and supervisors NOT to be on the phone availability list. An Office of Labor and Employee Relations (ALR) memorandum of May 13, which provided guidance on negotiating telephone availability at the local level, was provided as a handout.

- PASS "Contract Explanation." ALR has prepared another version. The ALR explanation was provided to the 210 managers at an earlier session with proviso that limited distribution be maintained (i.e., only to division managers and key staff). The information contained in the ALR explanation should be disseminated through other vehicles (e.g., telecons) rather than general distribution. The ALR explanation is internal management guidance and will not be shared with the union.

Committees were created to handle issues which were not resolved as part of the contract negotiations. Mr. McCafferty provided the following update on the status of these groups:

- The telephone availability work group will begin meeting the first week in June.

- The work group on office policy manuals will begin meeting the second week of June.

- The cultural diversity & EEO work group is awaiting union nominees. No starting date has been set.

The following ALR training initiatives were discussed:

- Division managers and regional business agents will receive joint training in June.

- Article 85, section 5, Official Time for Union Representation, allows union members to attend PASS representative school. That training is beginning to be made available to the union representatives.

- Article 85, section 6 provides for 8 hours of training for union representatives on the contract. That training is becoming available.

- An Employee Involvement (El) procurement is continuing and should be ready around October 1993.

Future issues in the ALR area include:

- PASS has petitioned to represent employees in ANE and AEA. Elections will probably take place in August or September of this year.

- Expect increased usage of the grievance procedure and unfair labor practice charges.

- PASS national officers will increase their involvement in Flight Standards issues.

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position is clear, there is flexibility for the inspector to work within a range of possibilities, and certificate holders are encouraged to believe that action will be taken--and taken quickly.

The Office of the Chief Counsel and Flight Standards are building a culture that will empower the inspector with the ability to work closely with AGC. It will happen, and happen quickly.

Mr. Accardi introduced Mr. Michael by stating that Compliance for the 90's is a decade long program. It is ongoing and is, in fact, still growing to include other organizations and components of organizations. Aircraft Certification's manufacturing group is now utilizing this approach and repair stations will soon be included as well.

Mr. Michael began with a look at how the Compliance for the 90's initiative began. In March of 1990, Admiral Busey issued letters of authorization allowing remedial training in lieu of sanctions for airmen. His intent was to improve the partnership and relationship with industry. Internal evaluation and voluntary disclosure programs were developed in support of his approach. These allowed certificate holders to police themselves through internal evaluations, find fixes, and report them to the FAA, thereby avoiding sanctions.

Initially, industry was skeptical about the FAA's assurance that no action would be taken against them if they self-reported. There was also concern about the disclosed information getting out to the public or press. This could make an airline look bad, particularly if other airlines were not doing voluntary disclosure. In response, the FAA promised not to release information, even under the requirements of the Freedom of Information Act.

But there was still concern that the information entered and maintained in the Enforcement Information System (EIS) in Oklahoma City could still provide data on specific operators. Starting this fiscal year, there is no reference in the EIS system of any of the operators, offices, or regions that have voluntary disclosure cases. EIS numbers are issued by AFS-500 randomly. Anything that would disclose the operator has been removed. This has created some tracking problems, but it was important to provide this kind of assurance of anonymity so that the airlines are free to fully engage in self-evaluation and disclosure.

Mr. Michael provided data on the numbers and areas of voluntary disclosure and remedial training cases. He concluded that this information shows a fairly uniform distribution of voluntary disclosure cases across the country. The most cited regulation in the voluntary disclosure area (with Part 121 operators) is airworthiness directives. With remedial training cases, the most commonly cited regulation is terminal control area (TCA) violations. There have been 1 ,1 02 voluntary disclosure cases and 1,675 remedial training cases since the beginning. While Mr. Michael stated that Flight Standards is pleased with this, there is concern that the number of remedial training cases has dropped significantly in 1993. He asked the audience to encourage the increased use of remedial training.

The new initiatives in this area that were discussed include: bringing the parts manufacturer approval (PMA) process under the jurisdiction of voluntary disclosure (this occurred about 1 year ago); involving repair stations in the

Mr. Accardi introduced Mr. Michael by stating that Compliance for the 90's is a decade long program. It is ongoing and is, in fact, still growing to include other organizations and components of organizations. Aircraft Certification's manufacturing group is now utilizing this approach and repair stations will soon be included as well.

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Mr. Wright began with giving general information about the General Aviation (GA) community. He views the GA industry as a significant part of the AFS customer base (i.e., a $43 billion industry with over 500,000 people).

The General Aviation Action Plan (GAAP), which was spearheaded by Mr. Wright, was published in October 1992. It is a comprehensive document outlining a strategic plan and philosophy for the GA community. All of the major industry representatives have signed it and are committed to the principles and objectives outlined in the Plan. While the Plan is designed for the GA community, it has a direct link to all eight of Flight Standard's strategic goals. The Plan allows us to operate in a true partnership with industry.

Mr. Wright gave the audience an overview of the key aspects of the GAAP which are as follows:

Safety -- Protect the gains made and aim for new thresholds.

Certification Services -- Provide cost effective certification services.

Technology -- Utilize technological advances to be innovative and competitive in our products and service delivery.

Capacity and Access -- Maximize GA's ability to operate in the National Airspace System.

Affordability -- Promote economic and effective operations; expand participation; stimulate growth.

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Mr Baker began by acknowledging the work of the employees in the field and how this contributed to the success of this program. He stated for this program area, success happens at the local level, not at headquarters.

The number of people in attendance at the safety seminars has increased. This success, in the face of limited resources, is the result of leveraging existing resources. Attendance has increased as a result of partnerships and the coordinated efforts of accident prevention program managers (APPM), fixed base operators (FBO), counselors, industry, and other inspectors.

He told the audience of the benefits of the Pilot Aircraft Courtesy Evaluation (PACE) which allows us to take a proactive look at airplanes and pilots we would not otherwise see. Inspectors like it because it allows them to be involved in marketing safety.

Industry also has a positive response; they perceive it as helpful in increasing safety and developing a rapport between themselves and FAA inspectors. PACE could ultimately eliminate some field office workload (enforcement actions and investigations) and could free up staff to work on other areas or issues. Mr. Baker encouraged all managers to fully support and implement effective PACE programs in their areas.

Mr. Baker closed by thanking everyone for their hard work in the Accident Prevention Programs and urged them to continue with more of the same by leveraging resources.

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Safety Performance Analysis System: Ed Howerter, System Designer, VOLPE Center

Mr. Howerter's presentation outlined the specifics of one of our technological successes, the Safety Performance Analysis System (SPAS).

SPAS is a data base analysis engine that focuses on automated analysis. This allows both analysis and easy access to useful information that exists in the current data bases, including information you put into the system, thus saving countless hours of inspector time. The system is being developed under the auspices of the FAA training and automation committee that appointed AFS-300 as the SPAS program manager. The working group, which functions as a steering committee, is comprised of regional representatives from four regions (AEA, ASO, AWP, and AAL), headquarters, and the US Air Force.

All Flight Standards inspectors were provided an opportunity to participate in the early direction of SPAS. A nationwide questionnaire was distributed to the inspector work force. From the responses, the SPAS working group nominated individuals for the first air operator expert panel and established the goal that the system would be user-friendly. Each component of SPAS (air operator, air agency, aircraft, and air personnel) will be developed by an expert panel of field inspectors who will have the primary responsibility for developing performance indicators. The FAA Technical Center, the RE&D facility, has the primary responsibility for technical support. The Volpe National Transportation Systems Center (VNTSC) has the role of lead support in the area of technical design.

Both the Congress and GAO view SPAS as a "risk assessment,' system. They agree that the FAA should use this type of assessment to prioritize workload and make more effective use of limited resources. The Chair of the Aviation Subcommittee directed the FAA to pursue the development of an information system to help the FAA assess priorities. As SPAS is developed, we will continue to pull together information from different data bases (if that data results in a meaningful trend or overall picture for the inspector).

SPAS is being developed in a "Windows" environment, as a user friendly application for trending information. These trend graphs permit the FAA to view information that may compare performance between operators, air agencies, aircraft, etc., or compare an operator's performance to its own history. Using Windows, an inspector or analyst can view multiple graphs at the same time. You can choose to view a number of indicators for a single operator, or look at the way a number of operators perform in terms of a particular indicator, such as incidents (records or financial).

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Mr. Howell shared with the audience a Global Positioning System (GPS) activity overview. Developed and controlled by the Department of Defense (DOD), GPS has cost the taxpayer $10.5 billion to date.

The system is a satellite constellation composed of the NAVSTAR Satellite, a 24-satellite constellation with 6 planes, each inclined at 55 degrees to the equator, and 4 satellites in each plane. They are at an orbit of about 10,900 miles, causing them to circle the earth about once every 12 hours. In this constellation of 44 satellites, there will be 5 satellites in view from anywhere on the face of the earth at all times, 4 of which could be used to provide a solution to a navigation position question.

Twenty-three satellites are now functioning in orbit today. A total of 24 will be operating by October 1993 -- the beginning of the period called the initial operating capability. This time also marks the end of the DOD restricted usage and the beginning of its availability for use in civil applications.

The GPS bathes the earth in a field of signals which can provide solutions to the question of, "Where am I?" on the order of about 100 meters (2DRMS) 95 percent of the time, or within 300 meters 99 percent of the time. The program objective is to eventually maintain a satellite-based navigation capability for all phases of flight enroute down through and including CAT II and maybe even CAT III operations in order to overcome some operational deficiencies that exist with today's systems.

Its uses are many. In the oceanic realm, there are some very large separation standards due to a lack of accurate positioning information. One carrier believes that with the reduced separation standards that might be engendered by the use of the GPS it could save as much as $283,000 per month per aircraft in its operation over the Pacific Ocean. One airline believes that with its three flights per day from New York to San Francisco, it would be saving $1.5 million in flight time alone in a single year.

The Regional Airlines Association (RAA) believes that as much as $90 million per year is lost in revenue because of canceled flights in and out of airports due to lack of instrument approaches and departure procedures. Savings in this area would be a benefit, along with the unknown dollar quantity to be derived from the safety benefits of knowing where everybody is on the surface of an airport.

As we weave the GPS into the National Airspace System fabric, there are some issues that must be faced in the operational area. There are a number of procedures which have to be put into place. Air Traffic personnel must become familiar with the system. Pilots will need training. Standards will have to be generated--the minimum operational performance standards (MOPS), the technical service orders (TSO)--all leading toward the certification process

that any of our systems are required to go through. The international community has some concerns about the ownership of the satellite constellation (i.e., they have reservations about a single country having control over a worldwide navigation system). There is still a lot of GPS technological work to be done, and there needs to be some intermodal coordination.

GPS also has applications other than aviation. The Coast Guard and the Maritime applications are also very widespread and growing in use. The railroads use it to track tank cars, particularly those that are carrying hazardous waste, and the trucking industry and ships also can benefit from the system.

It is the goal of AFS-400 to develop national policy guidance through advisory circulars, regulations, and criteria. They will seek coordination with other headquarter's operational and R&D elements within the FAA. AFS regional and field input will be solicited, along with industry input. Mr. Howell asked for feedback from regional and field offices on the national policy guidance in order to learn about user or site-specific applications.

Mr. Howell stressed the interdependent relationship that must exist to provide reality checks and to implement a system that meets the needs of all its customers.

The future activities in this area include: holding GPS seminars; completing a working memo between AFS and AIR (to provide authorization for the supplemental navigation system to be used); issuing AC 91 (which will be the public version of the implementation memorandum); issuing AC 90-Data Base (to ensure the integrity of the avionics data bases that will form the foundation of each of the GPS NAV boxes); and implementing Order 8400 DGNSS, "How to Evaluate Early Special Category I Approaches" which is currently in draft form.

Flight Standards is responsible for the implementation of FPS into the NAS. Two satellite operational implementation teams (SOIT) have been organized: one for satellite navigation problems and the other for satellite communication problems. These teams reach across organizational boundaries and bring together experts who will work together to resolve these problems.

Mr. Howell closed by stating that the next couple of years will be very interesting. The key ingredient to the success of this project will be communication -- communication as a means of sharing information, obtaining feedback, and involving all the customer components in a truly interdependent process.

(Slides used in this presentation can be found in Part IX-8, Appendix.)

Mr. Hancock is the team leader of a three member team charged with designing and implementing an assessment process for measuring the quality of service Flight Standards provides to its customers. The process is currently being piloted in our field office structure.

Mr. Hancock provided an explanation of the quality measurement process and a status report. This process is designed to provide field office managers with information directly from their external customers on their perception of the quality of the service the office provides. It is a two-step process: step 1 involves a pre-survey questionnaire, and step 2 uses a survey questionnaire. It is currently underway in 12 field offices as follows: the first three offices are now entering the second step of the process where questions have been developed to illicit input from external customers on the level of satisfaction with specific office operations; the second nine offices have had their pre-survey questionnaires distributed, returned, and analyzed.

In presenting the results from these offices, Mr. Hancock highlighted the clear pattern of conformity between areas of interest of the customers of these nine offices and those of the customers of the first three offices. The results showed a high degree of comparability. Consequently, he concluded that the pre-survey could easily be omitted from the process, saving both time and money.

Next steps for this process are to provide the nine offices with copies of the raw data and analyses from their pre-surveys. The managers will then be asked to add specific questions to the survey questions developed from the pre-survey of all 12 offices. When other offices come on line, they will be provided with the basic questions and asked to provide specific questions they wish to have included on the questionnaire, without going through the pre-survey stage. The process will soon be expanded to include additional offices in each region.

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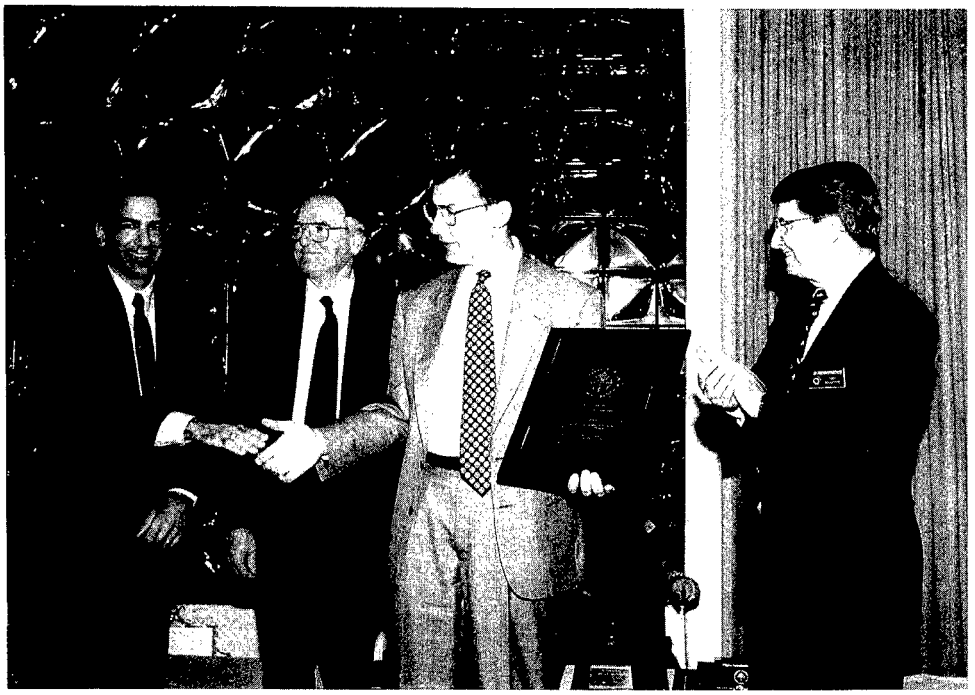
PART V: EMPLOYEEAWARDS BANQUET

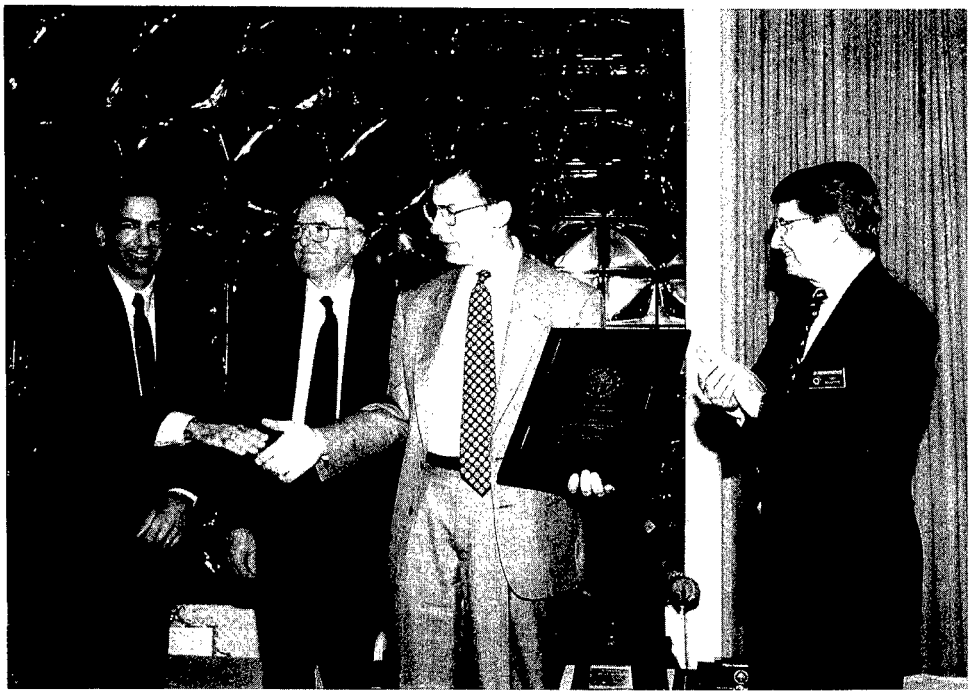
It was a night to remember....

The first annual Flight Standards Awards Banquet, held on Wednesday night of the conference, was an immense success. What made it so successful? From the beginning, this process was destined to be special. It began as a result of survey feedback from our employees. They challenged management to improve the way Flight Standards recognized and rewarded the achievements of its employees, and management took their feedback seriously. It was elevated to the point that it became a national strategic objective and a Quality Action Team (QAT) was established by the Quality Management Council in November 1991.

The end result is an employee awards process designed by our employees for our employees. It is employee driven, not management driven. As such, it allows employees at all levels of the organization the opportunity to participate in the process by nominating their peers, subordinates, superiors, and industry representatives or groups.



We were especially pleased that Mr. Tony Broderick joined us in recognizing our first year's award winners. This helped to make the ceremony a huge success. While attendance at certain points in the conference reached as high as 200, there were 240 people who attended the banquet.



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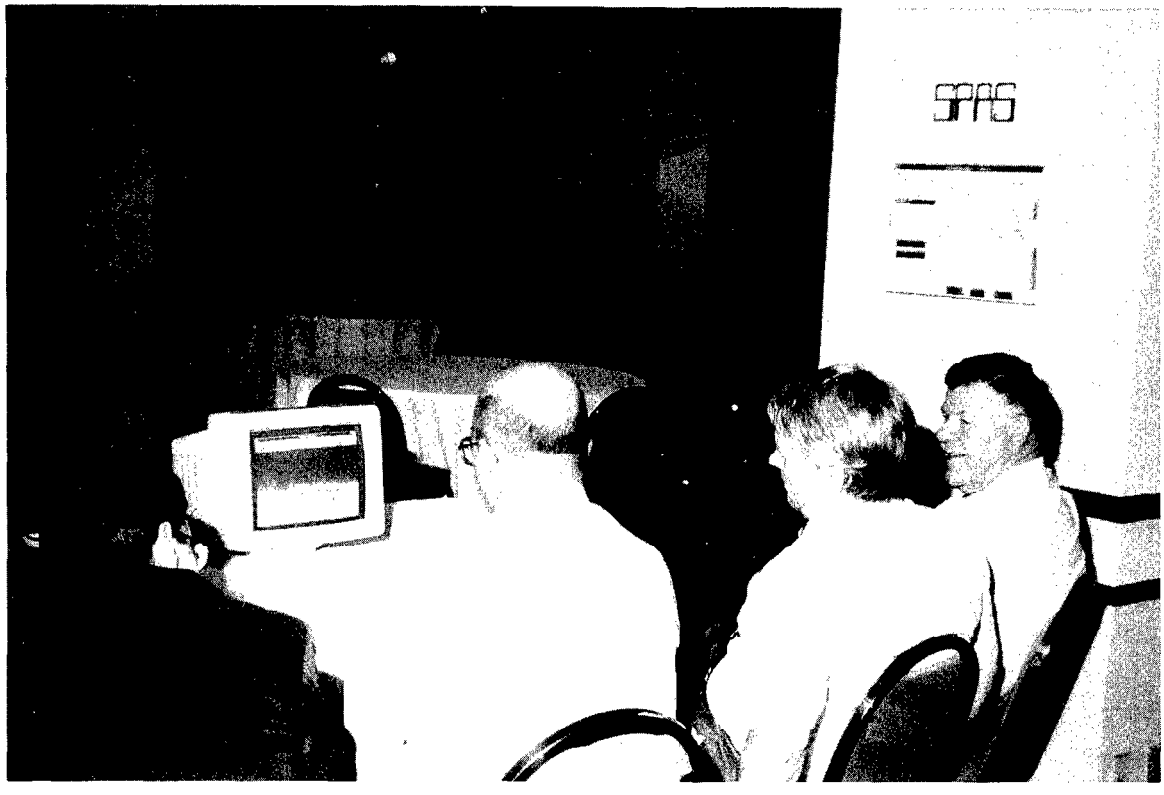
PART VI: AUTOMATION DEMONSTRATION



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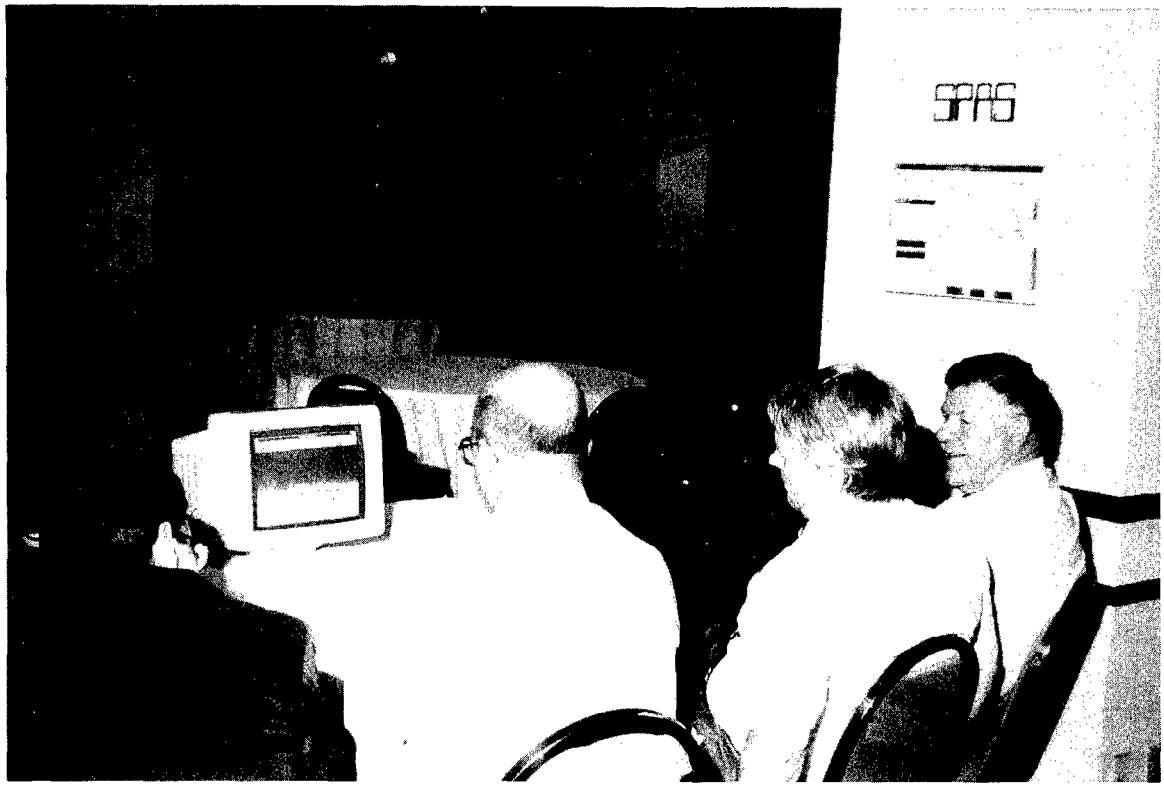

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PART VII: CONFERENCE CLOSING

Friday morning's session began with presentations by each of the six technical panel session chairpersons. Each of the six presented a synopsis highlighting the discussions that occurred during their sessions and the pros and cons of the questions they considered. (See Part VIII, Next Steps, for additional information on this topic.)

Mr. Broderick joined us to hear the technical panel reports, share his views on the nomination of David Henson as Administrator of the FAA, and host a question and answer session. In his comments, he spoke of how impressed he was by comments made by conference participants regarding the benefits received from this year's conference. He thought that some of the ideas from the panel reports were terrific.

He also gave credit to Tom Accardi and Bill White for their leadership and to all the people who worked behind the scene for "weeks, and weeks, and weeks" to put the conference together. A lively question and answer session followed.

Our Director, Tom Accardi, offered the final comments. He recognized and thanked all those involved in putting on the conference and those responsible for the "first class" awards banquet. He also thanked all the participants for living up to the qualities of teamwork, commitment, energy, and values discussed at the beginning of the conference. He summed things up with his comment that the conference had been exciting and energizing. Our challenge is to continue to move forward from this point as a team and to follow through on the excellent work which has begun here.

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PART VIII: NEXT STEPS

One of the most striking realizations from this year's conference was the fact that the "results" we achieved were just the beginning. In order for all that was accomplished during those 4 1/2 days to bear fruit, we needed to make decisions and establish next steps on what we planned to do (both now and in the future). In the weeks following the conference, we have been hard at work doing just that.

We left the conference with 140 items to be considered as proposed changes to our method of doing business. In the weeks that followed, these items were further analyzed and sorted to determine which ones could be implemented during this fiscal year and which were longer term changes. Twenty-five items were initially designated as short term and recommended for action in FY 93. The Quality Management Council (QMC) reviewed all the data from the panels, the designated time frame for each, and looked closely at those slated for this fiscal year. They considered the implications of each of the FY 93 proposed items and issues (such as resources, regulations, coordination, and integration) associated with implementing each item. After much discussion, 12 were selected for action this fiscal year. The 12 candidates for implementation this fiscal year are:

1. Authorize check airmen and line check airmen for Part 135 single pilot, single pilot in command (PIC), and basic operators.

2. Change the surveillance activity requirement of 35 percent. This will require new criteria and guidance to be produced by AFS-500 for field managers to develop their work program.

3. Revise the National Program Guidelines (NPG).

4. Delete the requirement for completion of a "certification report" for Part 133 operators.

5. Allow A & P schools to teach an inspector authorization (IA) renewal course that the FAA would accept for the annual IA renewal requirement.

6. Allow organizations (such as AOPA) to renew certified flight instructors (CFI) who attend renewal seminars.

7. Eliminate written tests given by FSDO's, except for a few special tests, (e.g., military competency exams).

8. Eliminate the need of extending the duration of the "certification of waiver" 2 years.

9. Extend the duration of the "certification waiver" to 2 years.

10. Allow previous seminar attendance to be considered mitigating in enforcement cases.

11. Revise or eliminate the publication of the air carrier engine utilization report.

12. Determine if the information in the engine utilization report is available elsewhere.

The QMC tasked the National Plans and Resource Management (PRC) with reviewing the other 128 suggested changes and making recommendations as to appropriate actions to be taken and when. The PRC will determine the feasibility for implementation and develop a realistic schedule for accomplishment. Those considered candidates for accomplishment in FY 94 will be incorporated into the FY 94 Management Plan.

The National Program Management Committee (PMC) has been charged with ensuring that appropriate study and coordination is conducted for all suggested changes, from 1994 and beyond.

The results of the technical panel sessions are of high priority to our organization. We will continually communicate on the status of the information we receive. There will be ongoing discussions and decision making on these item at all future QMC meetings until the Flight Standards organization has satisfactorily completed its improvement effort of the national work program.

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APPENDIX IX-1.

SLIDES - AOPA PRESENTATION

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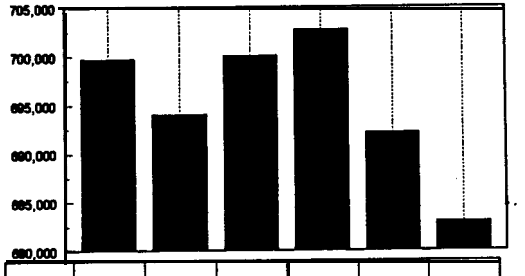
SLIDES - AOPA PRESENTATION

IX-2 thru IX-18

FAA and AOPA

Need for Partnership

Pilot Population



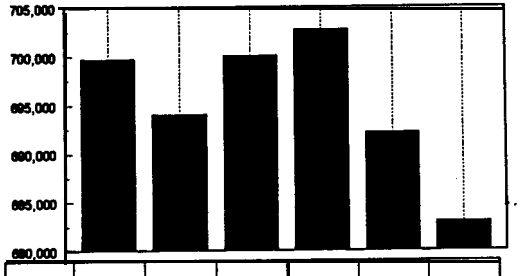
Years	1987	1988	1989	1990	1991	1992*
■	699,653	694,016	700,010	702,659	692,096	682,959

* Preliminary Data

FAA and AOPA

Need for Partnership

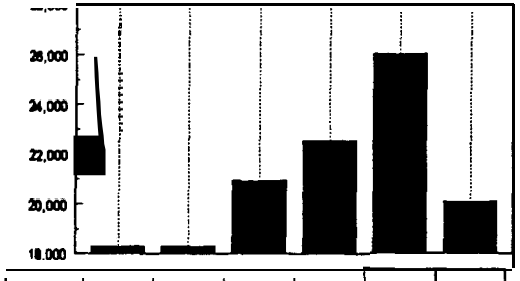
Pilot Population



Years	1987	1988	1989	1990	1991	1992*
■	699,653	694,016	700,010	702,659	692,096	682,959

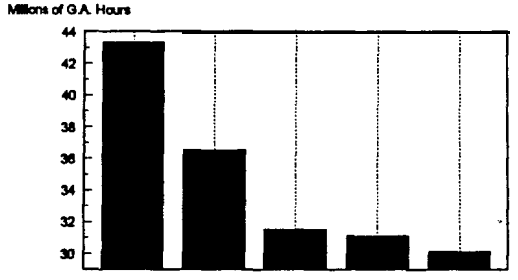
* Preliminary Data

Instrument Ratings



Years	1987	1988	1989	1990	1991	1992
■	18,296	18,298	20,911	22,528	26,007	20,062

Annual Hours Flown



Years	1979	1982	1985	1988	1991
■	43.3	36.5	31.5	31.1	30.1

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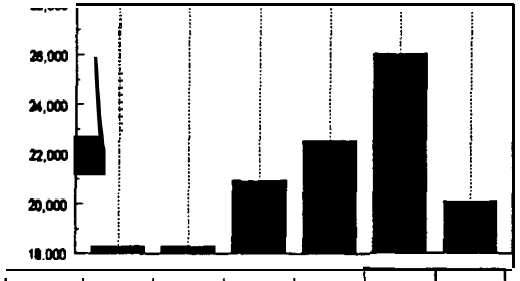

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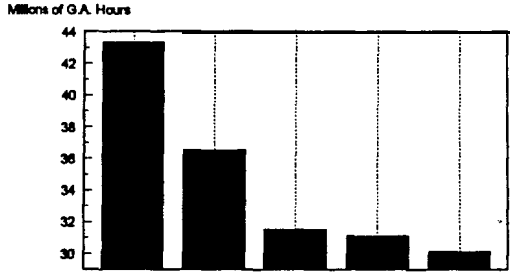

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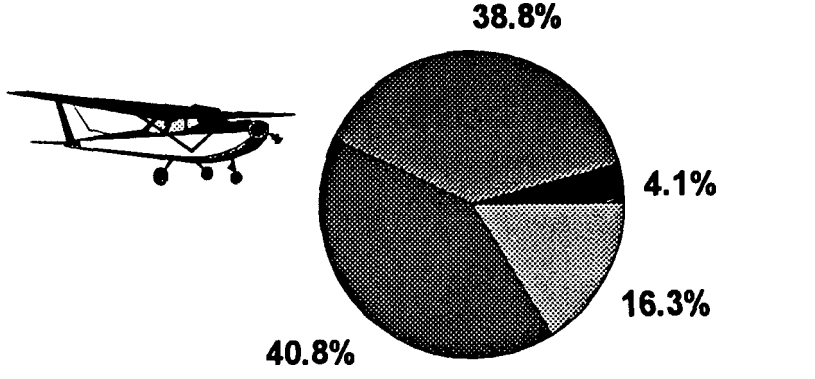
AOPA Member Pilot Surveys

The general aviation environment is . . .



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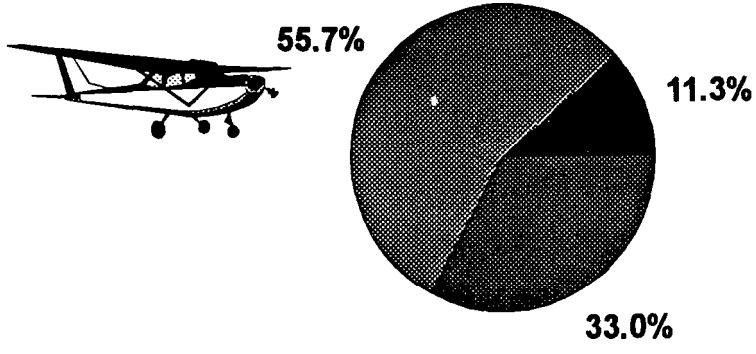
The GA environment will get . . .



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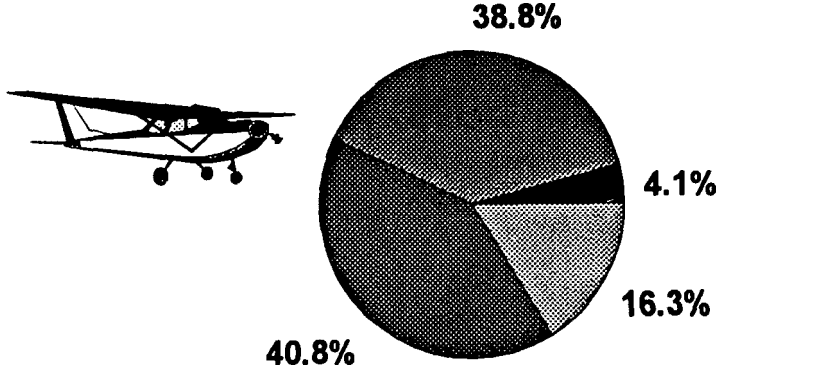

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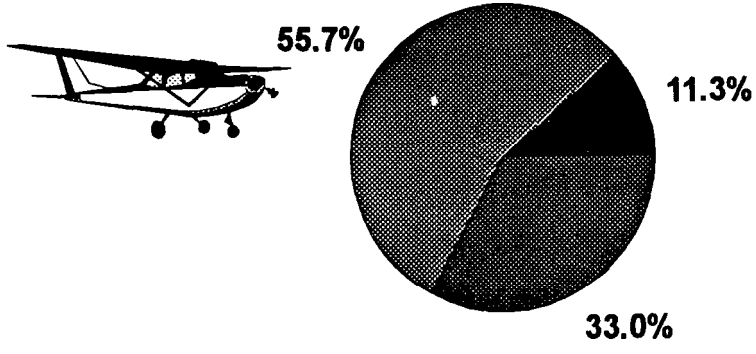
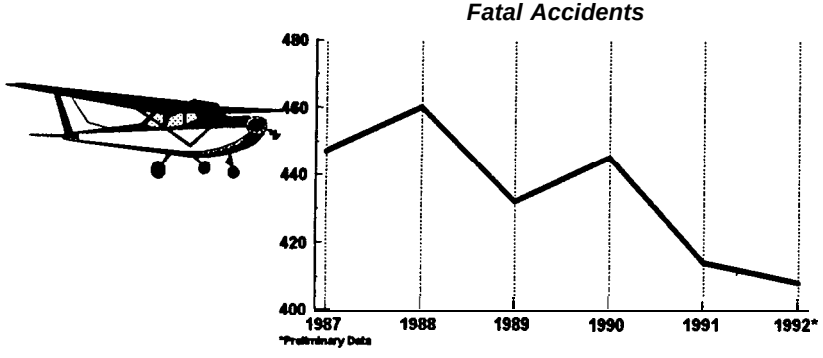


G.A. Safety Record



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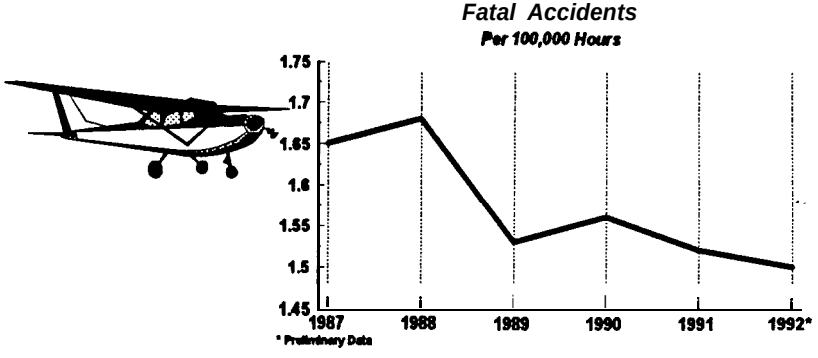

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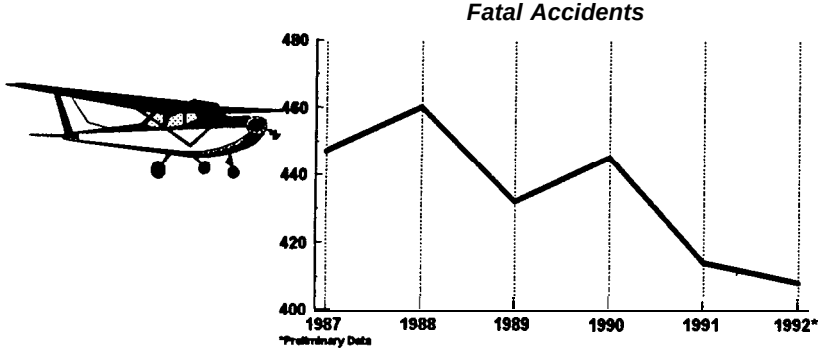

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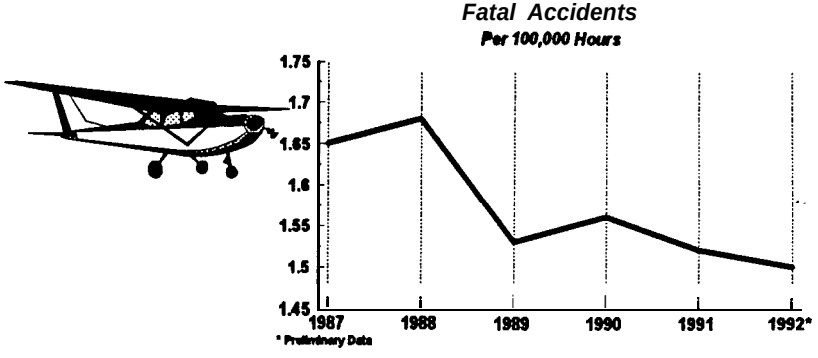
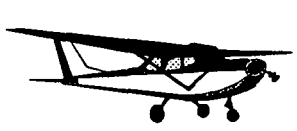
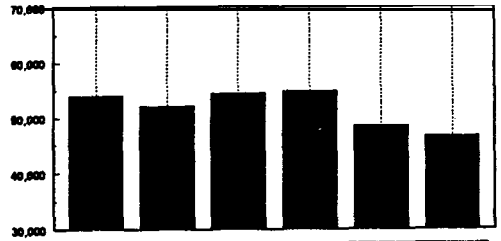


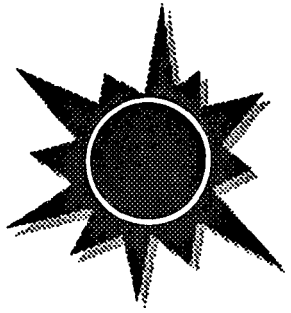
General Aviation
Used Aircraft Shipments





Years	1987	1988	1989	1990	1991	1992
■	53,937	52,125	54,369	54,809	48,508	46,678

"Good News"



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- Used AC Transactions Stable
- AOPA Indicators "Healthy"

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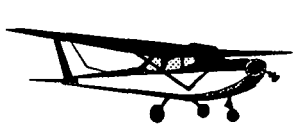

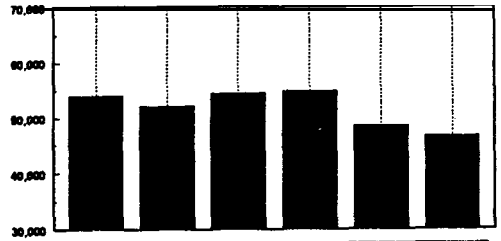

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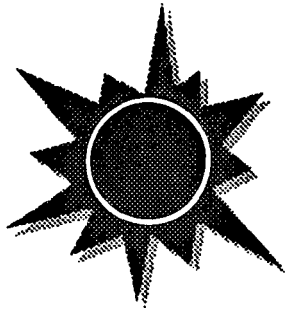

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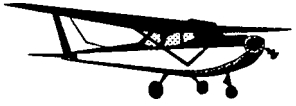
AOPA Member Pilot Surveys

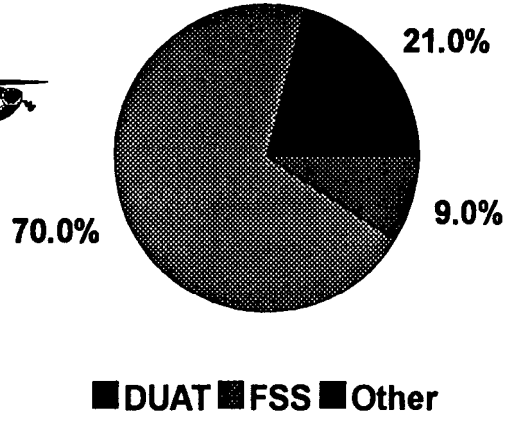
Who's a Friend of G.A.?



- 37% - State Aviation Offices
- 27% - FAA
- 9% - Congress

AOPA Member Pilot Surveys

Use of DUATS



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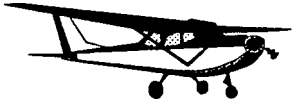

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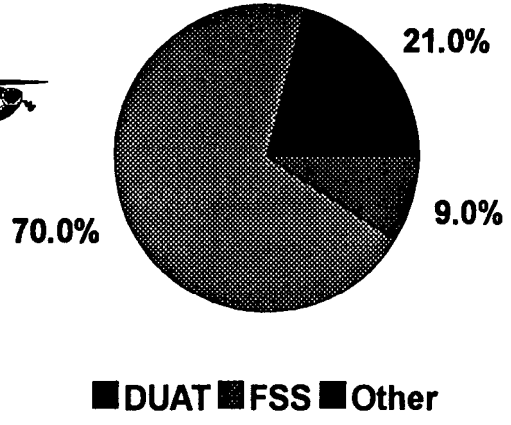

Where's the Clinton stimulus?

- Product liability?
- Luxury tax repeal?
- ITC?
- Only $250 million more for airports

AOPA Member Pilot Surveys

- Clinton program for deficit reduction
  - 74% of AOPA survey respondents oppose federal registration fee for deficit reduction

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FAA-AOPA cooperation produces solutions

- GPS timetable (RTCA)
- GPS approach tests at ACY
- TCA user group cooperation
- Mode S postponement

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APPENDIX IX-2.

SLIDES - AFS-1

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SLIDES - AFS-1

SPAS Safety Performance Analysis System

We share the GAO's concern that safety analysis is of utmost importance and agree that developing a risk assessment system is a priority. The SPAS effort, underway at FAA for some time, is intended to provide such a system. We believe that SPAS is an appropriate answer to comprehensive safety analysis."

Signed by:
AOA-1
Administrator, FAA
Sept, 1991

Concurred by:
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House Subcommittee on Transportation and Related Agencies, Committee on Appropriations, April 26, 1993

"...We think that what you are doing is very important. We want to help you and learn about your progress."

Congressman Robert Carr (D, Michigan),
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APPENDIX IX-3.

SLIDES - AFS-2

APPENDIX IX-3.

SLIDES - AFS-2

The Flight Standards Strategic Approach To Quality Management

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AFS Values

We Insist On:

- Respect for people

We Expect:

- Professional integrity and accountability
- Teamwork

We Strive For:

- Professional and Technical Competence
  - Expectations of management but also of ourselves
- Quality Organization:
  - Continuous improvement
  - Customer satisfaction

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Definitions

Empowerment

- State of having authority, power
- Having the clearance to make decisions, carry out actions

Responsibility

- Capable of being trusted or depended on
- Answerable for one's own behavior
- Involving personal accountability
- Marked by good judgment

Accountability

- Taking responsibility
- Taking ownership

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A Strategic Management Success Story

Objective 7 - 2

Improve the form and function of the Aircraft Evaluation Group (AEG)

OUTCOME

- *Restructured the AEG organization*
- *Completed the AEG customer survey*

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APPENDIX IX-4.

COMPLETED OBJECTIVES (MIDYEAR STATUS REVIEW REPORT)

APPENDIX IX-4.

COMPLETED OBJECTIVES (MIDYEAR STATUS REVIEW REPORT)

COMPLETED OBJECTIVES

COMPLETED OBJECTIVES

Goal # 3: Provide Quality Facilities and Resources to Perform Our Job (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
3-2 Modernize Flight Standards field facilities	Develop revision to Order 4420.5 to provide a comprehensive definition of all the physical needs of a Flight Standards district office (Lead: PRC/Support:10)	Completed. PRC-assigned work group formed with field, region and headquarters AFS representatives, along with representatives from the Systems Maintenance Service, ASM, and the Office of Budget, ABU.
	Develop standard solicitation package for field offices (Lead: PRC/Support: 10)	Completed. Solicitation package guidance will be in the new Order.
	Develop and implement a service-wide equipment purchase, distribution, and training plan to achieve a 3.5:1 ratio of computer equipment: personnel during FY 1993. (Lead: TAC/Support: 500)	Completed. January '93 purchase has reduced ratio to 2.7:1, exceeding the FY goal.
	Deploy computer-based instruction (CBI) platforms to all Flight Standards locations (Lead: TAC/Support: 500)	Completed. 117 CBI platforms are to be shipped the week of May 3, with all completed by late June. AFS-500 monitoring site preparation, platform acceptance and courseware distribution.

Goal # 4: Develop and Maintain Current Regulations and Policies (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
4-1 Ensure the use and currency of the Flight Standards Policy Subsystem (FSPS)	Conduct survey to measure subsystem usage (Lead: TAC/Support: 500)	Completed. Survey showed significant growth in usage. AFS-600 developing short and long term plan for system
4-2 Develop policy which allows public access to the Flight. Standards Policy Subsystem	Develop plan to make FSPS available to industry (Lead: TAC/support: 200)	Completed & Exceeded. ATP & FAR Library are under review. FAR Library is being put under the Performance Enhancement System (PENS) Project for funding and field testing. Currently FSPS information is provided by the ASIX System to the public. National Resource Specialist established in AFS-30

Goal # 5: Develop an Effective and Efficient Global Surveillance and Certification Safety System (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
5-1 Develop a surveillance policy which provides for a statistically based, acceptable confidence level in targeted industry segments	Deploy and evaluate a prototype system which provides dynamic targeting of surveillance resources using the National Work Program for the test (Lead: PMC/Support:500)	Completed. Macro analysis by Gellman Associates is being used as basis for targeting inspections as directed by the National Field Office. Guidance to the field has been produced to target FY 93 and 94 surveillance activities. SPAS prototype is another successful tool for targeting resources. Trend analysis of information contained in the PTRS system was used to recommend dynamic reductions to FY-93 and FY-94 required and planned items contained in the NPG.
5-4 Develop a structured approach to international harmonization of operational and maintenance initiatives	Harmonize the Health and Usage Monitoring System (HUMS) program with the Joint Airworthiness Authorities (Lead: 2/Support: 300)	Completed. The Policy for HUMS System Component Lives was completed and coordinated in October 1992. The comments on the policy are currently being addressed and coordinated. This policy will improve the liability of engines,airframe and components to enhance safety, and provide possible time extension on time-controlled items. Exceeded. A Bilateral Working Group of the JAA/Canada/FAA has been established to identify major issues for resolution and discussion at the joint JAA/FAA Annual Meeting. AFS also entered. into a contract with Phaneuf Associates to develop a Bilateral Airworthiness Agreement Program action plan.
5-6 Complete publication and implementation of foreign air carrier/foreign regulatory International Civil Aviation Organization	Establish teams for in-country visits (Lead: I/Support: 50)	Completed. The first training seminar for assessment team members was completed in the fall of 1992. 20 field inspectors completed the seminar and serve as a resource pool for future assessment visits. The second training seminar will be conducted in the fall of 1993 with the intent of extending the resource pool of inspectors to 60. This resource pool includes inspectors from all Flight Standards disciplines and all FAA regions.
5-7 Establish the Suspected Unapproved Parts Program	Establish team, identify regional focal points, and establish functional statements (Lead: 500/Support: 300)	Completed. In December 1992, a joint FAA-Industry Parts Approval Action Team (PAAT) Working Group was established to develop means for determining eligibility of parts and components presently in inventory which lack proper documentation showing that parts were manufactured to some type of FAA approval. Between December 1992 and February 1993, numerous draft documents were developed for FAA and industry review. The benefit of the PAAT is that all the data is being prioritized and compiled into one draft document for review.

Goal # 5: Develop an Effective and Efficient Global Surveillance and Certification Safety System (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
5-7 Establish the Suspected Unapproved Parts Program	Develop and improve policy guidance and coordination procedures. (Lead: 500/Support: 300)	Completed. AC 20.62D, Eligibility of Replacement Parts, was completed by the ATA Working Group in December 1992. The draft final is pending publication in the Federal Register. This proposed AC will result in enhanced safety by providing a means of compliance for identifying possible unapproved parts and standardizing FAA guidelines.
	Develop and conduct training course for FAA and industry personnel (Lead: 500/Support: 300/600)	Completed. Worked with AFS-600 to revise the FAA-Approved Parts Seminar. Industry comments and recommendations have been incorporated into the seminar material.
5-8 Develop an aging aircraft program action plan	Formulate guidance materials on aging aircraft and corrosion control and prevention. (Lead: 2/Support: 300)	Completed. AC 43.4A, Corrosion Control and Corrosion Prevention was completed to update agency guidance to industry. The Corrosion Control and Corrosion Prevention (CPCP) Order, which designates how AFS/AIR will implement and conduct surveillance of corrosion airworthiness directives, has gone to AGC for review. The CPCP Video is being distributed. FAA guidance material that is current with the latest technology in industry is the benefit of these activities.
	Develop a strategy and mechanism, through the Technical Center, for capturing engineering and technical data concerning aging aircraft, airworthiness indicators, corrosion control efforts, etc. (Lead: 2/Support:300)	The Airworthiness Indicator's Summary Report to Congress was completed and is being transmitted to Congressman Oberstar. The next Summary Report has been drafted and is expected to be finalized by October 1993, which provides management with an overview of the aging aircraft structural modification AD status.

Goal # 6: Achieve Compliance Through Partnership (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
6-1 Identify new and refine existing programs which lend themselves to compliance through partnership techniques	Begin dialogue with industry on sharing electronic data and use of digital flight data information (Lead: QMC/Support: 200/300)	Completed

Goal # 5: Develop an Effective and Efficient Global Surveillance and Certification Safety System (Completed)

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Goal # 8: Create and Implement a Flexible, Dynamic, Visible and Responsive Management Philosophy to Support the Ever-Changing Environment (Completed)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
8-1 Enhance and utilization of regional and headquarters committees in strategic management	Develop a clear set of operating agreements to support strategic management (Lead: QMC/Support: 30)	Completed. Committee agreements developed in October. Review to occur in May.
	Integrate national and regional committee efforts (Lead: QMC/Support: 30)	Completed. Regional Committee conference held in October to integrate National Chair with Regional Chair persons. May conference will add to the next phase of integration by having National Chairs meeting with their full committee members & Regional Chairs. Also included will be APPM and AEG chairpersons

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ONGING OBJECTIVES

ONGING OBJECTIVES

Goal # 3: Provide Quality Facilities and Resources to Perform Our Job (Ongoing)

0 bjective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
3-1 Implement staffing standards for Flight Standards work force	Implement new domestic field inspector staffing standards (Lead: PRC/Support: 12)	On Schedule. Results of new staffing standards at regional level (with breakdown by inspector specialty) provided to all regions during the first quarter. Regions authorized staffing levels revised during second quarter review to reflect the new standards. Regional PRC's and Division Managers provided a data run applying the regional standards model at the field office level (by inspector specialty) to obtain input for refining the staffing standards model to be used at the field level. Contract extension approved for refinement of the standards to the field level. Work by the contractor will begin during third quarter, with an estimated completion this fiscal year
	ollect and analyze data on AEG activities and begin developing staffing models (Lead: PRC/Support:10)	/On Schedule. Extensive data has been collected and provided by the AEG's. APO has assigned an analyst to work with AFS-12 and the AEG's in producing the standards. Standards development to commence during the third quarter.
	Complete data collection on International aviation safety inspector activities (Lead: PRC/Support: 10)	On Schedule. Requested contract funding for this initiative from the Office of Aviation Policy, Plans, and Management Analysis (APO), who had provided funding for the domestic ASI standards Insufficient funding within AFS or APO for funding this fiscal year. Will most likely be carried forward to FY-94.
3-2 Modernize Flight Standards field facilities	Develop revision to Order 4420.5 to provide a comprehensive definition of all the physical needs of a Flight Standards district office (Lead: PRC/Support: 10)	Draft Order FS 4420.XX, Flight Standards Field Office Design, is nearing completion and will be coordinated with Regional PRC's during the third quarter, followed by agency coordination.
	Design a systematic procedure for modernizing facilities which includes a methodology for determining priorities. (Lead:PRC/Support: 10)	Ongoing. All field managers will receive a survey at the Strategic Management Conference that will provide input and data to the PRC for developing a systematic procedure for modernizing our facilities on a priority basis.
3-3 Deploy a standardized automated budget tracking system	Identify system requirements and initiate efforts for its design (Lead: PRC/Support: 12)	Four regional Flight Standards systems and a headquarters system were analyzed by the PRC-assigned work group. All would require additional development for AFS-wide implementation

Goal # 3: Provide Quality Facilities and Resources to Perform Our Job (Ongoing)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
3-3 Deploy a standardized automated budget tracking system	Provide ability to identify and track major program costs (Lead: PRC/Support: 12)	Office of Information Technology (AIT) is developing a comprehensive Financial Management System (FMS) for possible agency-wide use. The Office of Budget and the Office of Accounting have formed a committee with AIT to further evaluate. The system is scheduled to become operational this fiscal year, with automated interfaces to other agency systems (DAFIS, SAM, etc.) next AFS is requesting participation on the FMS working committee, as a potential customer and to aid in further evaluation. FSIB issued during the first quarter for the reporting of actual job task times, travel times, and travel expenses for work functions in PTRS. This data will be used to determine PC&B and travel costs associated with AFS work

Goal # 4: Develop and Maintain Current Regulations and Policies (Ongoing)

0 bjective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
4-1 Ensure the use and currency of the Flight Standards Policy Subsystem (FSPS)	Establish focal point for ensuring currency of data base LEAD: TAC/Support: 500)	Ongoing. FSPA responsibility transferred to AFS IRM then delegated to AFS-600. Tentative program managers are being established.

Goal # 5: Develop an Effective and Efficient Global Surveillance and Certification Safety System (Ongoing)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
5-2 Deploy the Safety Performance Analysis Subsystem (SPAS) on a prototype basis	Prototype system in 17 locations (Lead: TAC/Support: 300/500)	Ongoing. The SPAS Prototype System was implemented in 13 locations and 17 sites. The last prototype will be installed on May 6.
	Conduct evaluation (Lead: TAC/Support: 300/500)	Ongoing. As prototype progresses, evaluation immediately begins to evaluate user interface and validate system requirements. Formal evaluation to validate software requirements and the requirements for the SPAS infrastructure will be completed in FY 1994. The contract was initiated with Bolt-Beranick to validate the SPAS indicators
	Train employees in use of SPAS as it is developed (Lead: TAC/Support: 300/500)	Ongoing. Training started on March 15 along with the installations at the field test sites.

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Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
5-5 Fully implement a national surveillance program for foreign air carriers operating into the United States	Accomplish all required inspections on foreign air carriers (Lead: All division Managers/Support: 500)	Flight Standards inspectors have conducted 26 country assessments to date.
5-6 Complete publication and implementation of foreign air carrier/foreign regulatory International Civil Aviation Organization (ICAO)	Develop guidance (Lead: 1 /Support: 50)	General assessment program guidance has been drafted in handbook format and will be circulated through appropriate field offices for comment. Basic guidance for the conduct of assessments has been developed and continues to be refined during assessment visits through feedback from team members. Guidance for assessments is in questionnaire format and is divided into two distinct sections; civil aviation authority assessments and airline assessments.
	Ensure that Flight Standards has the infrastructure to complete the assessment program (Lead: 1 /Support: 50)	Flight Standards inspectors have conducted 26 country assessments to date. The findings are transmitted to senior management through comprehensive trip reports, based on the assessment questionnaire. Negative findings are transmitted to the respective government by official cable coordinated with DOT, DOS and AIA. The inspector resource pool the program is a specially trained group including operations, maintenance and avionics disciplines. Currently, 4 Flight Standards inspectors act as assessment team leaders with the objective of establishing a team leader pool of 10. The program to date has had great success in ensuring that interna'l aviation safety standards are being met by foreign air carriers operating into the U.S. As a result of the assessment visits, technical assistance programs are in place in several countries where the CAA's lacked the capability to properly oversee their respective air lines. Potential SPAS Program Impediment. Currently, there are no funds budgeted for data quality or data quality "system" improvements.
5-8 Develop an aging aircraft program action plan	Develop a strategy and mechanism, through the Technical Center, for capturing engineering aging aircraft, airworthiness indicators, corrosion control efforts, etc. (Lead: 2!/Support: 300)	Ongoing. Strategy accomplished through technical testing activities. Nondestructive testing is ongoing. Robotic testing is ongoing. The Entered into a contract with Phaneuf Associates to produce a comprehensive FS Aging Aircraft Program Plan which describes planned and future activities of AFS that are consistent with the overall FAA plan. The AFS plan is expected in August and provides extensive detail on responsibilities and future actions. The initial work provides the FAA with an overall direction for improving Flight Standards services of the aging aircraft fleet.

Goal # 6: Achieve Compliance Through Partnership (Ongoing)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
6-1 Identify new and refine existing programs which lend themselves to compliance through partnership techniques	Collaborate with general aviation community on specific projects or activities in support of the General Aviation Action Plan (Lead: QMC/Support: 300/800)	Ongoing. Working with the Accident Prevention and Outreach Subcommittee, the Aviation Maintenance Subcommittee, and the New Technology Programs Subcommittee
6-2 Expand utilization and industry acceptance of partnership programs	Conduct analysis of existing programs (Lead: 500/Support: 200/300/800)	Ongoing. AFS-500 will be requesting AFS-600 to do an analysis of the Voluntary Disclosure EIR's. Also AFS-500 will request that the 2150-1, the computer generated form, be changed to add a field to describe the violation. Delayed. The Voluntary Disclosure Program is being accomplished through a contractor. The order is hung up in AGC due to releasing information under FOIA. This program responds to an FAA Administrator commitment to industry.
	Incorporate trend analysis into surveillance programs (Lead: 500/Support: 600)	Ongoing. AFS-500 will accomplish this by incorporating the analysis into the NASIP program and by news letter to the field.
	Expand voluntary disclosure programs to include repair stations (Lead: 500/Support: 300)	Ongoing. The AC 145.XXX , Certified Repair Stations (Self-Disclosure), which applies to maintenance and inspection functions of repair stations, has been coordinated with the regional offices and expected to go to AGC by end of June. This will bring CRS's into alignment with the air carriers.
6-3 Increase Flight Standards' flexibility to make decisions related to compliance	In conjunction with the Office of the Chief Counsel, revise compliance and enforcement guidance to improve timeliness of agency actions.	Ongoing. Order 2150.3, Chapter 2 has been revised and is in final coordination. Improvements to Chapter 2 include: 1) greater latitude to use administrative action when appropriate; 2) empowerment of field inspectors to make unilateral decisions; 3) a firm time frame for regional counsel to complete its review of enforcement packages; and 4) a process for Flight Standards divisions to set priorities for regional counsel to handle enforcement cases. The intent of the new Chapter 2 is to improve the capability of Flight Standards and General Counsel to process enforcement cases in a timely, effective manner and to prevent the accumulation of unacceptable backlogs.

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Goal # 8: Create and Implement a Flexible, Dynamic, Visible and Responsive Management Philosophy to Support the Ever-Changing Environment (Ongoing)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
8-2 **Provide feedback on strategic management initiatives**	**Disseminate information on key Flight Standards initiatives (Lead:** 30/Support: 10/32)	**Ongoing. Various means are used: Newsletter, minutes, report of accomplishments, E-mail messages,** telecons, **personal visits Information is being collected & packaged for** FY-93 **report.**
8-3 **Effectively deploy Flight Standards human resources**	**Develop methodology which uses staffing standards and productivity measures** (Lead: PRC/Support: 12/30)	**Ongoing. The** PRC **is developing a plan that would implement the new staffing standards and provide a methodology to** be **constantly working toward having our human resources located where they are most needed.** **The methodology will entail use of the following mechanisms:** **o Staffing Standards** **o Productivity Measures** **o Merit Promotion Program** (MPP) **0 Internal Placement Program** (IPP) **o Return rights** **o Projected attrition** **o Training/qualification requirements (e.g., type ratings)** **o Union considerations** **A draft plan will be reviewed during the third quarter. The plan will be**

Goal # 1: Build an Organizational Culture which Promotes Both Empowerment and Accountability (Not Initiated)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
1-5 Restructure Flight Standards' recruitment/selection process	Develop order establishing process for selecting managerial and supervisory positions	Not initiated. The committee will establish a work group to develop a draft order, using the Western-Pacific Region's process as a strawman. The work group will incorporate strategies contained in the AXO Diversity Action Plan. The group will also incorporate skills and abilities identified in Objective 2-3.

Goal # 2: Assure a Well-Trained, Skilled and Qualified Work Force (Not Initiated)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
2-4 Design a Flight Standards Management Succession Planning program	Design a process for accomplishing a Succession Planning Program (Lead: QMC/Support: TBD)	The QMC will set aside one of its monthly meetings to address his topic.
	Identify the skills and experience necessary to compete effectively across the Flight Standards organization (Lead: QMC/Support: TBD)	Jot Initiated

Goal # 6: Achieve Compliance Through Partnership (Not Initiated)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
6-1 Identify new and refine existing programs which lend themselves to compliance through partnership techniques	Establish working group to identify programs and develop guidance (Lead: QMC/Support: 200/300/800)	Not started yet.
	Expand industry access to FAA policy and procedural information through direct interactive electronic access through the Aviation Safety Information Exchange program. (Lead: QMC/Support: 30)	Not started yet

Goal # 8: Create and Implement a Flexible, Dynamic, Visible and Responsive Management Philosophy to Support the Ever-Changing Environment (Not Initiated)

Objective	Outcome/Measures	Mid-Year Review Status as of 4/22/93
8-4 Assess the effectiveness of strategic management implementation	Conduct survey of all managers (Lead: QMC/Support: 30)	Proposed for 4th qtr. FY-93

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2-2 Gain increased autonomy and influence in training the Flight Standards work force	Implement the automated Training Management Information System (TMIS) (Lead: TAC/Support: 500)	Candidate for deletion. TMIS may not be needed. Waiting for consolidated agency input from the ECTTO's work group .
2-5 Provide managerial and supervisory skill training which promotes the development of national and local policies and practices that integrate and effectively utilize the value of employee diversity	Conduct diversity training for field and branch managers (Lead: All Division Managers/Support: TBD)	Deleted. Using the agency training criteria & class schedule

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- Policy and Guidance
- Enforcement Information System, (EIS)
- Current Status
- Initiatives

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Policy and Guidance

- AC 120-56
- AC 120-59
- C&E BulletIn 90-6
- C&E Bulletin 90-8
- Internal Evaluation Model Program Guide

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Current Status

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- Remedial Tralning

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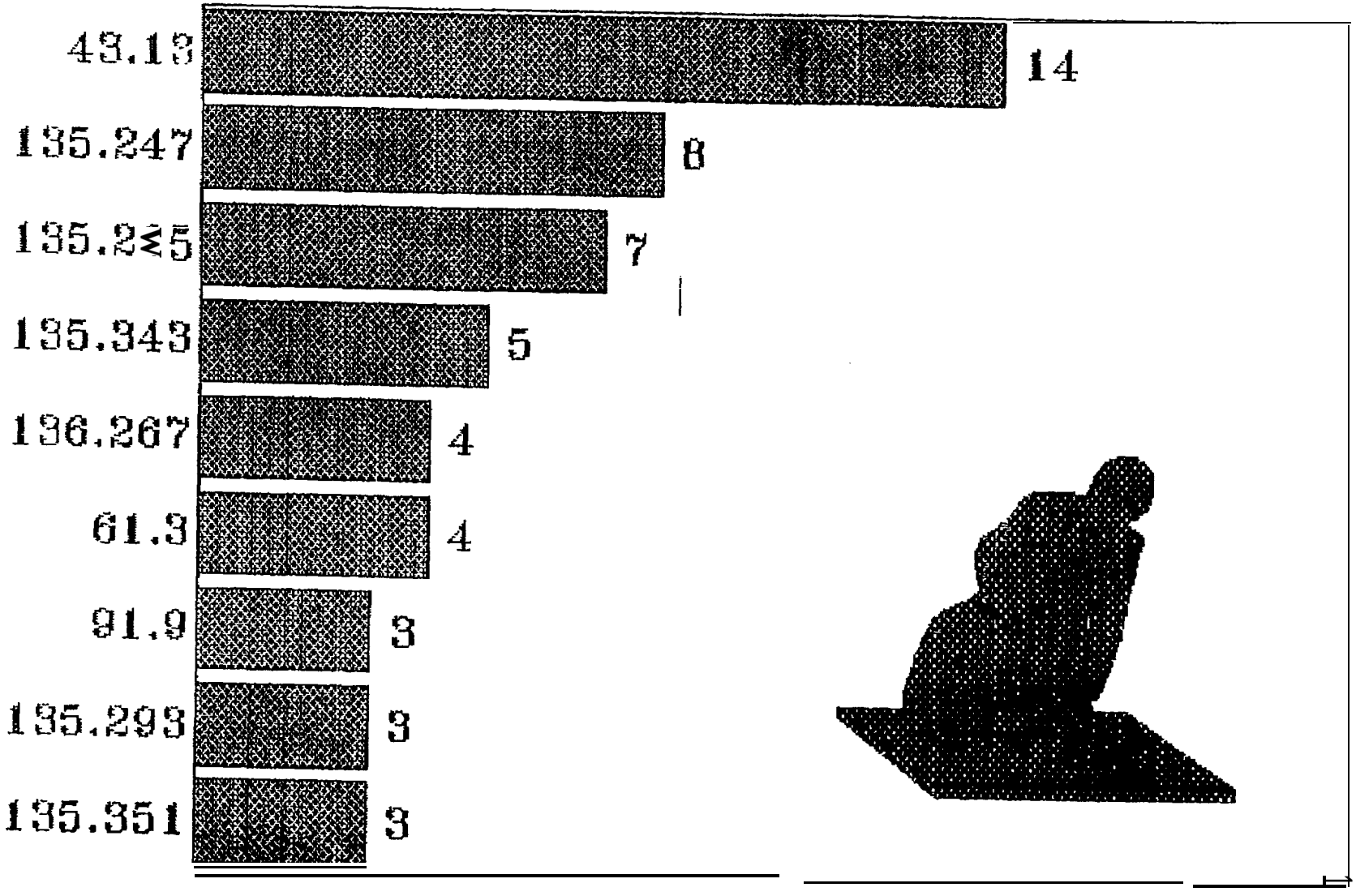
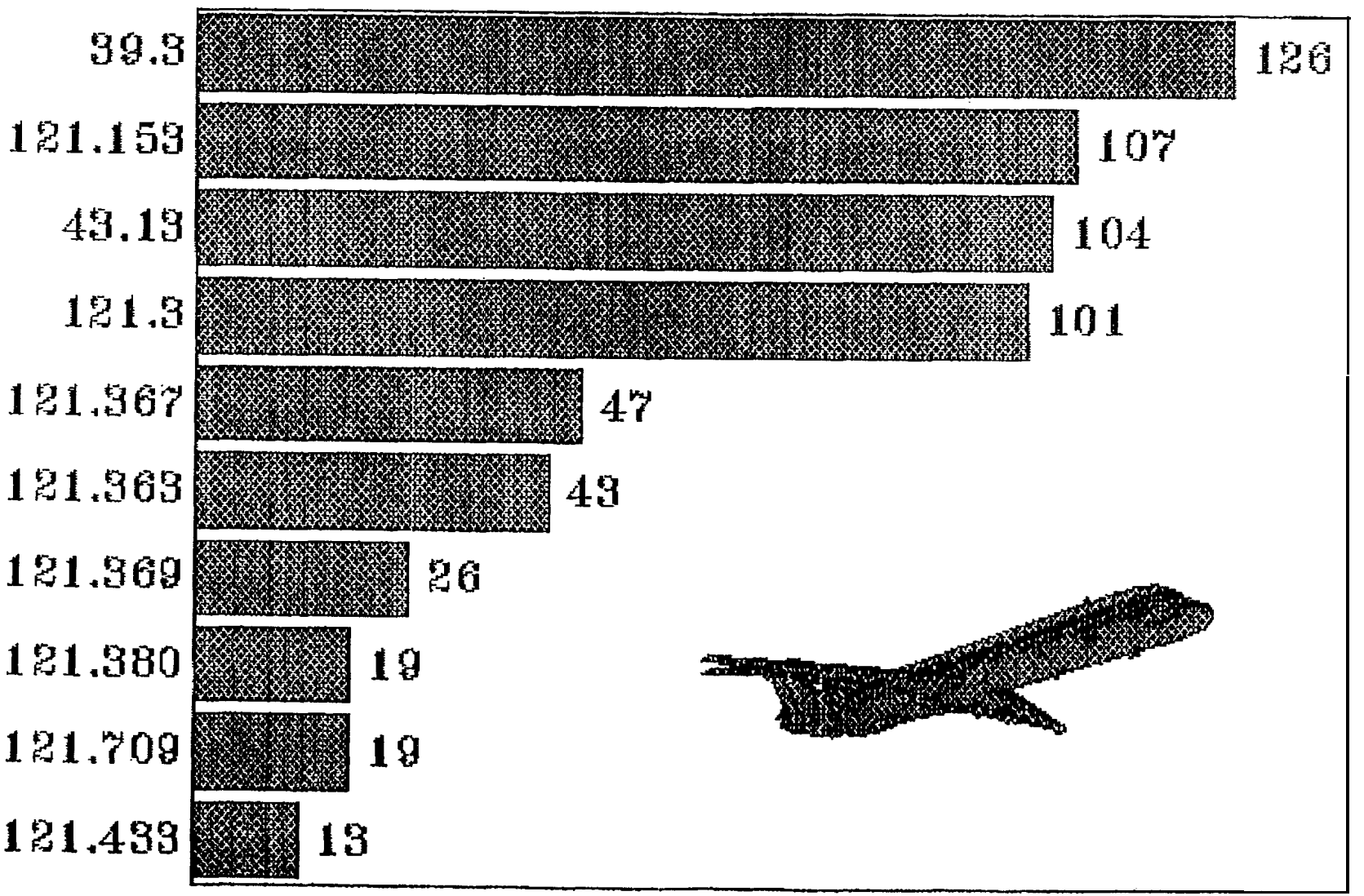
Voluntary Disclosure by FAR
(Airmen)



Voluntary Disclosure by FAR
(121 Operators)



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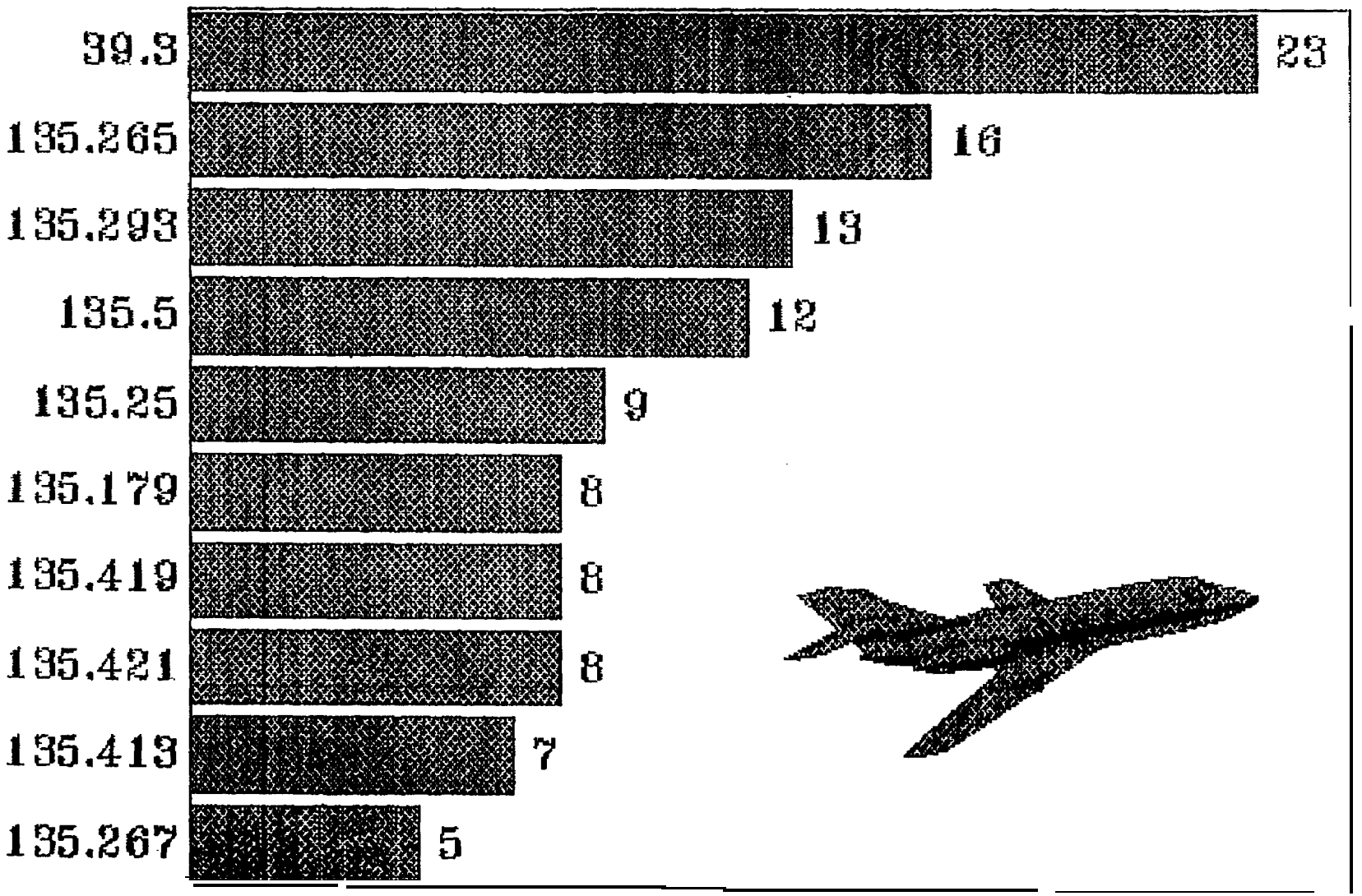
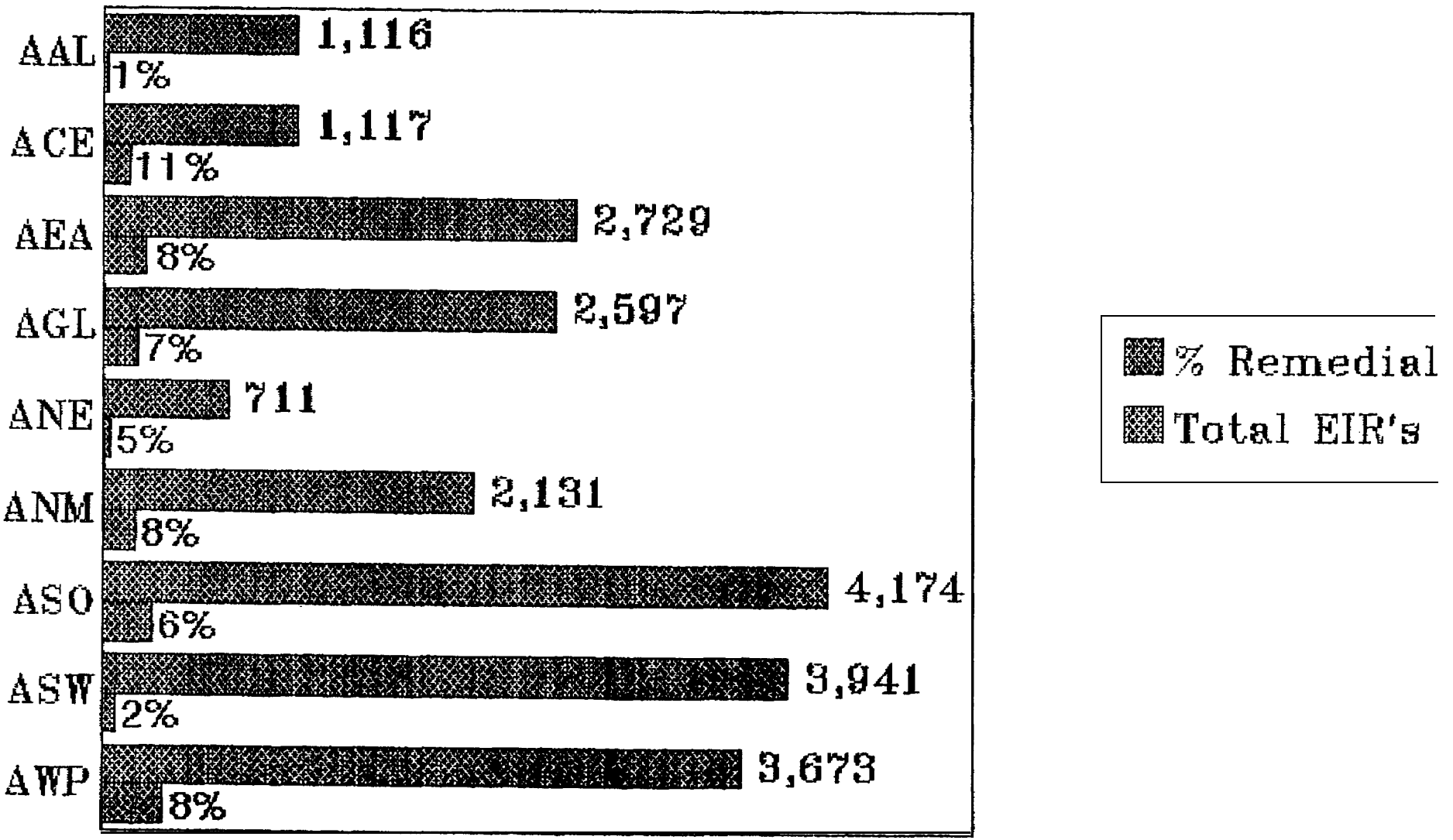


Remedial Training vs. EIR's
(1990 - 1993)



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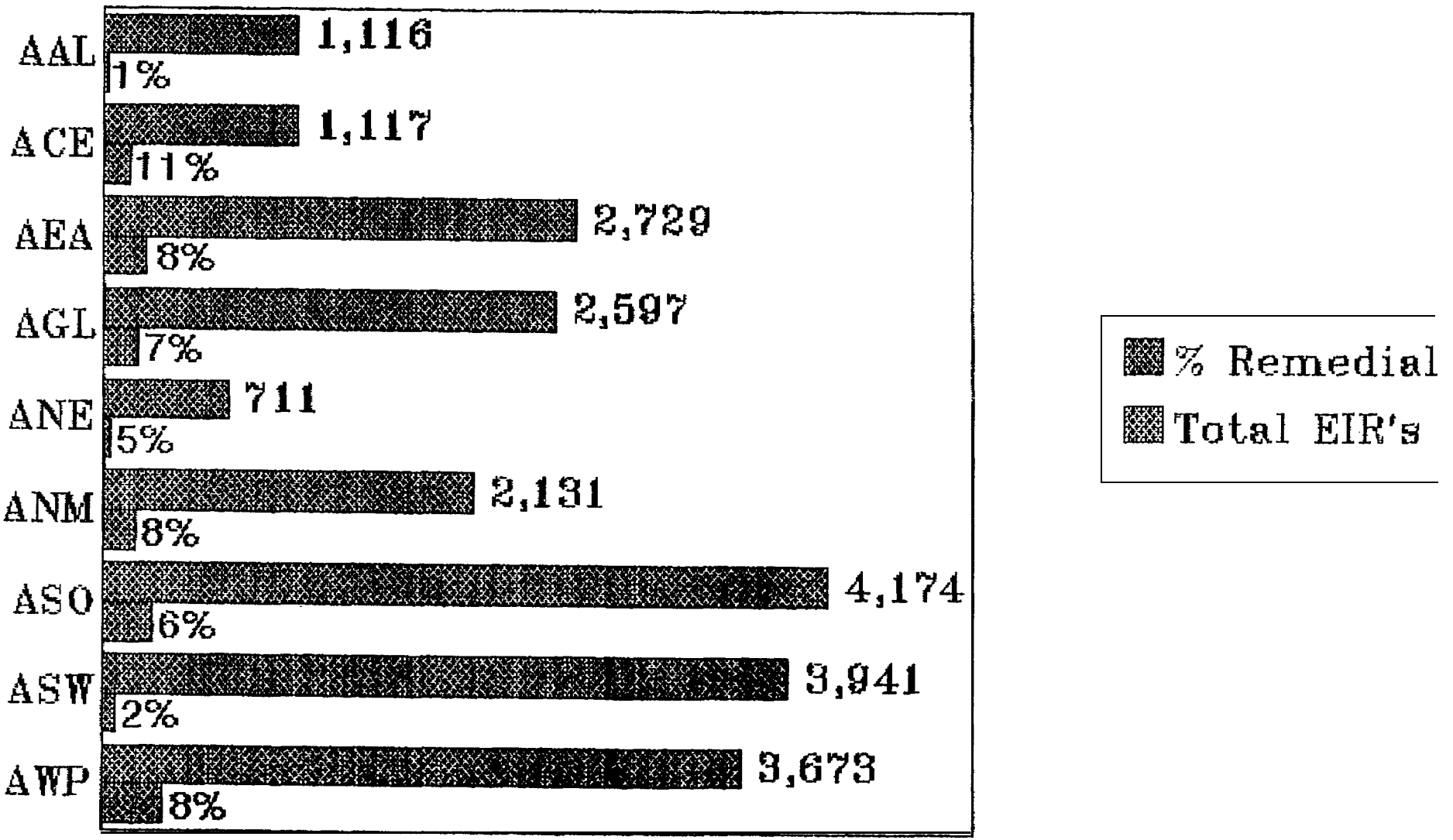

Initiatives

- Manufacturing
- Repair Stations
- Newsletter

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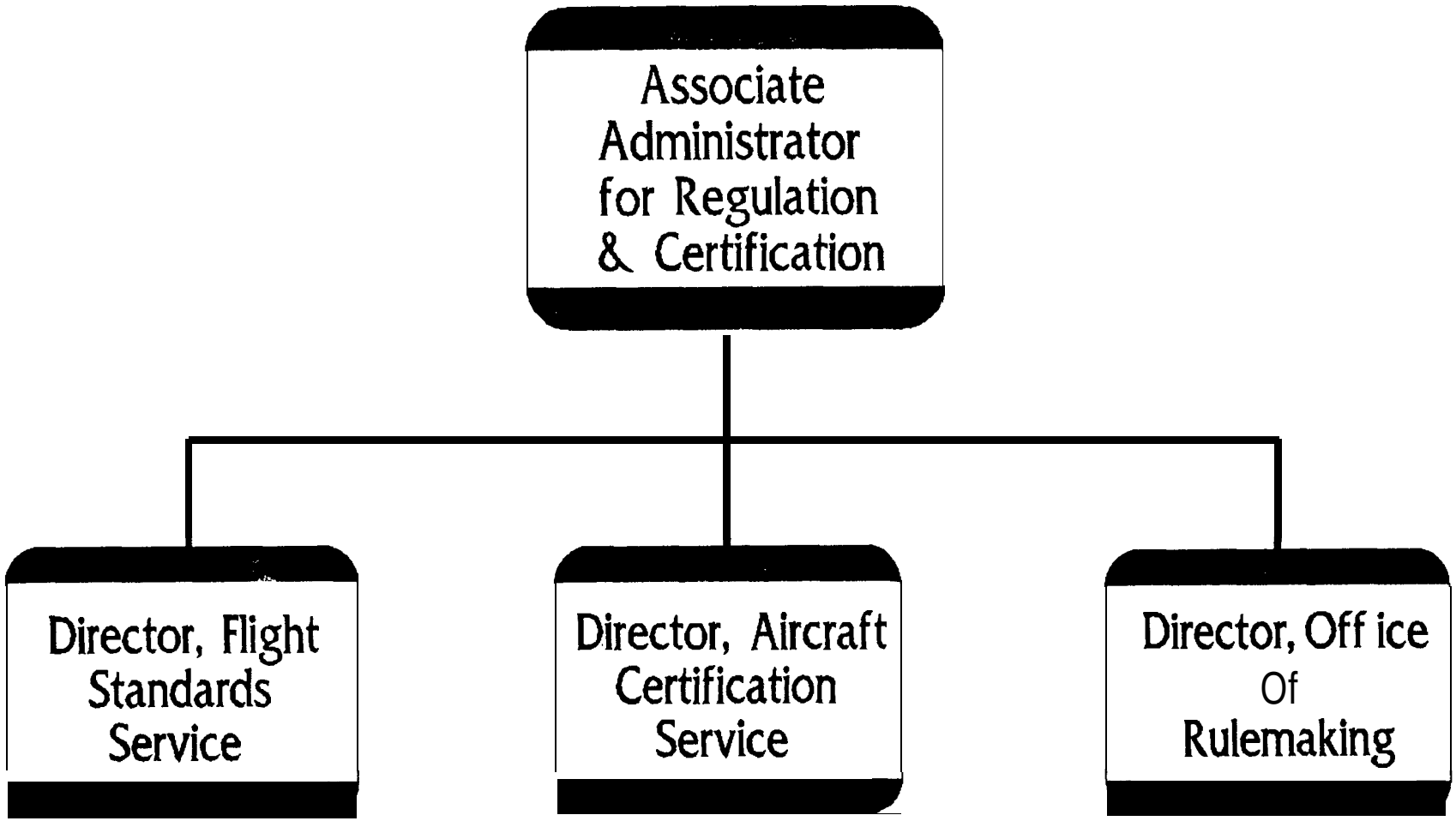
FAA ORGANIZATION



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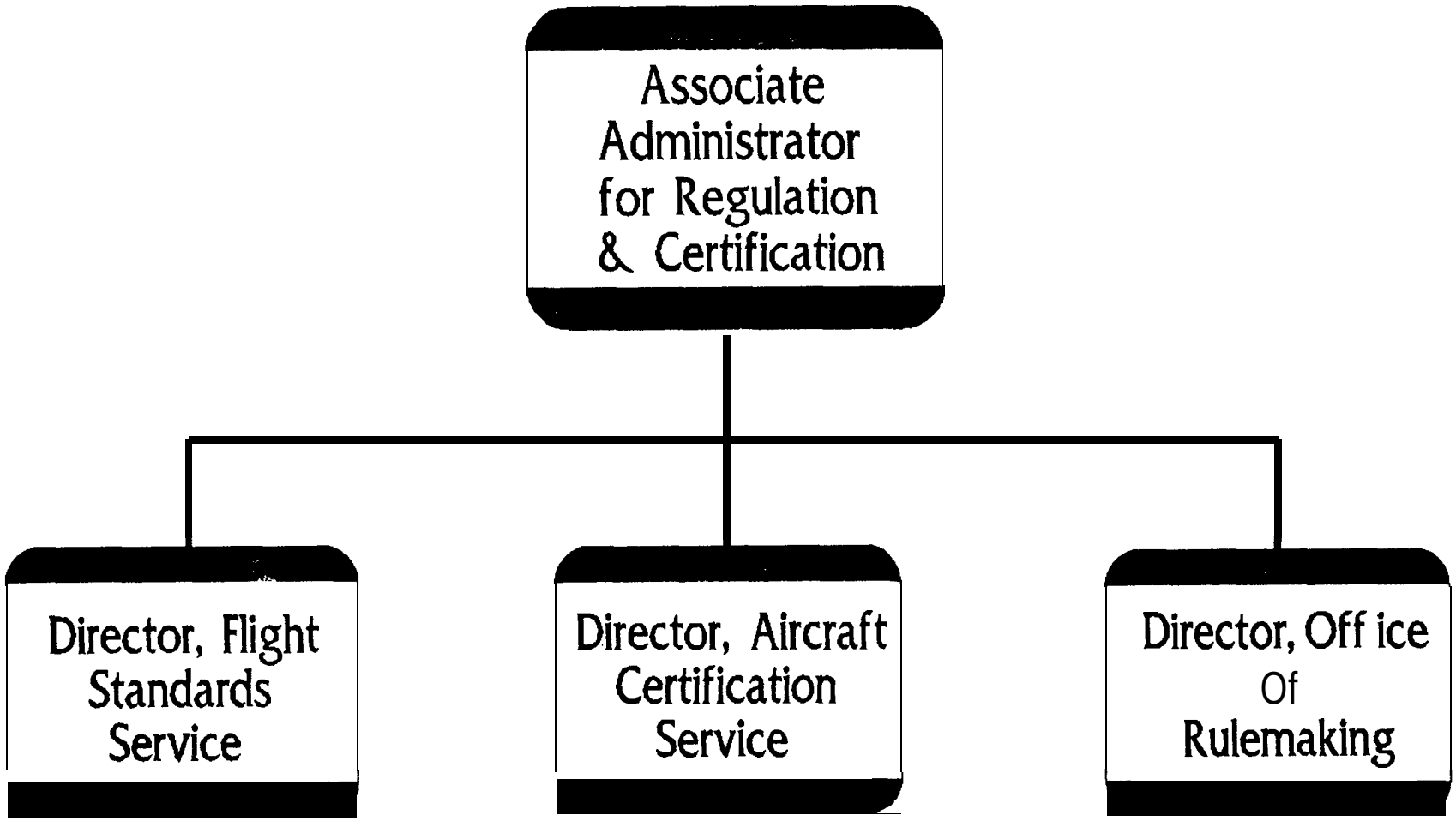

RESPONSIBILITIES OF THE GENERAL AVIATION AND COMMERCIAL DIVISION

- Safety Programs
- Certification Services
- Advisory Guidance
- Aviation Education
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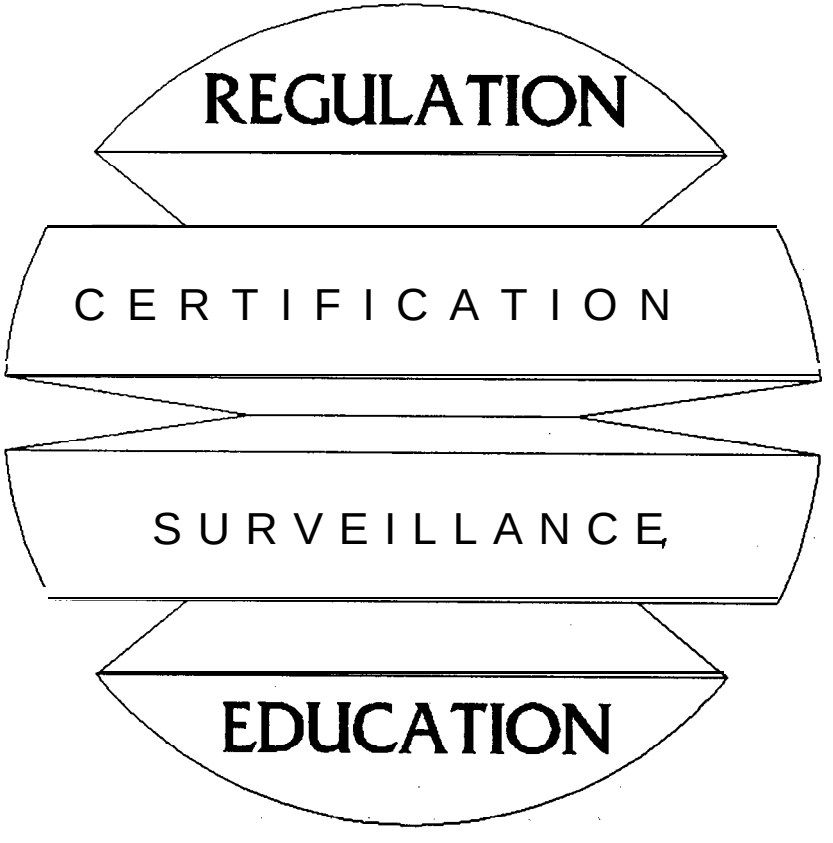

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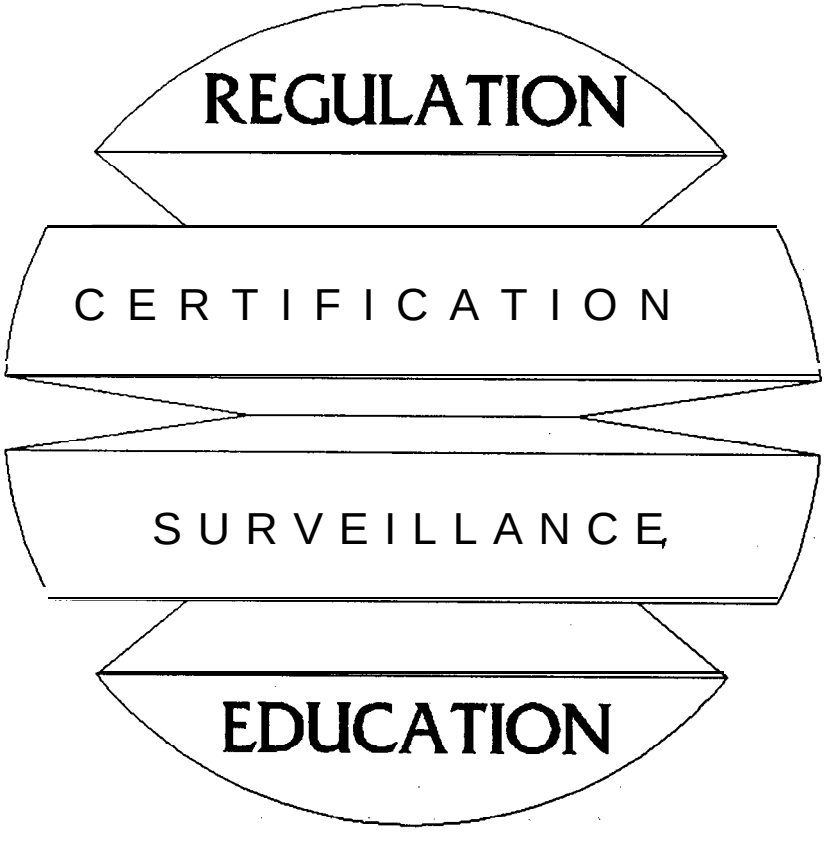

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AFFORDABILITY

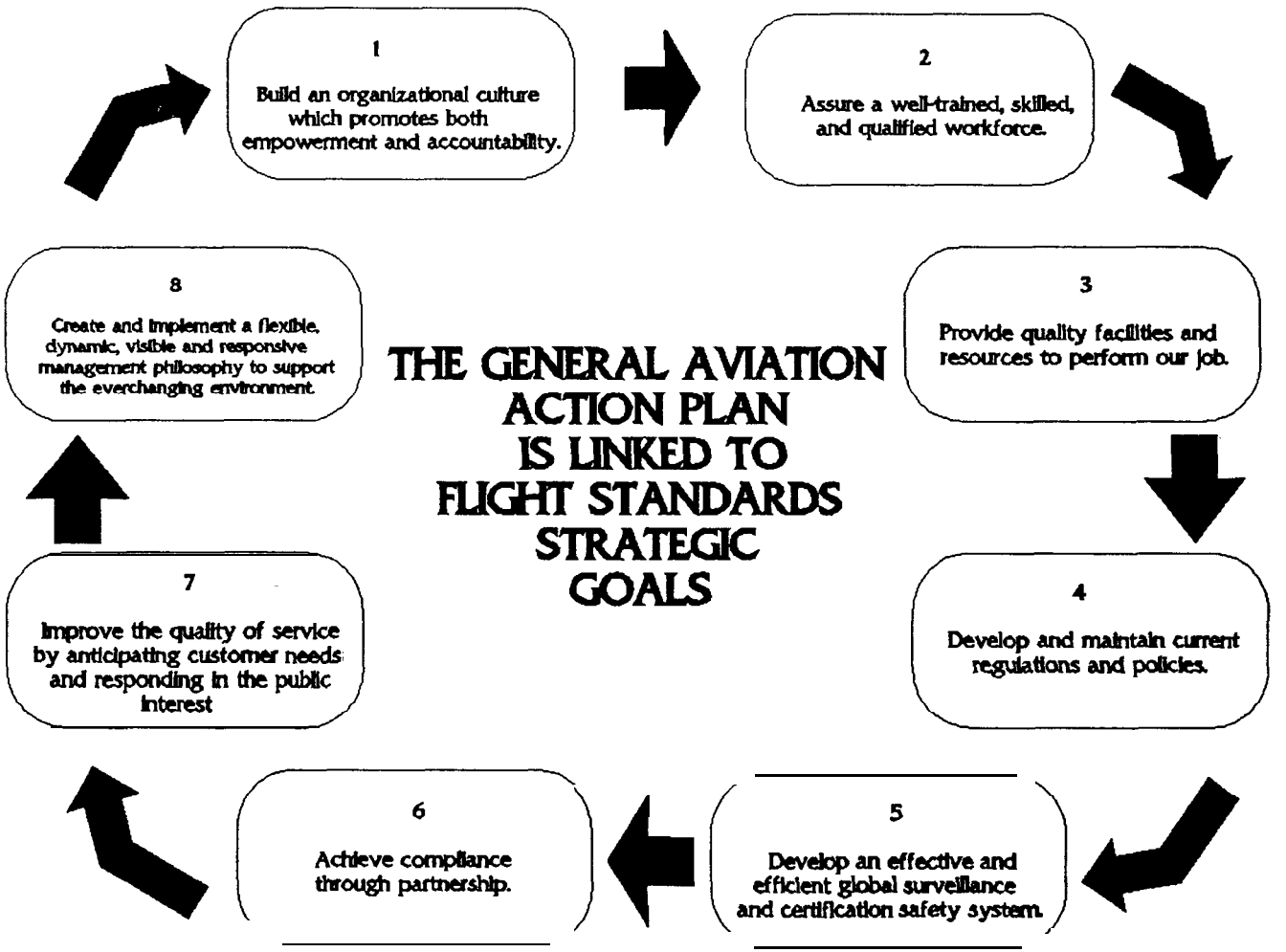
Actions to promote economic and efficient general aviation operations, expand participation, and stimulate industry growth

Recreational Pilot Certficate

VLA/ JAA Initiatives

Simulation and Training Devices (FAR 142)

GAAP RELATIONSHIP



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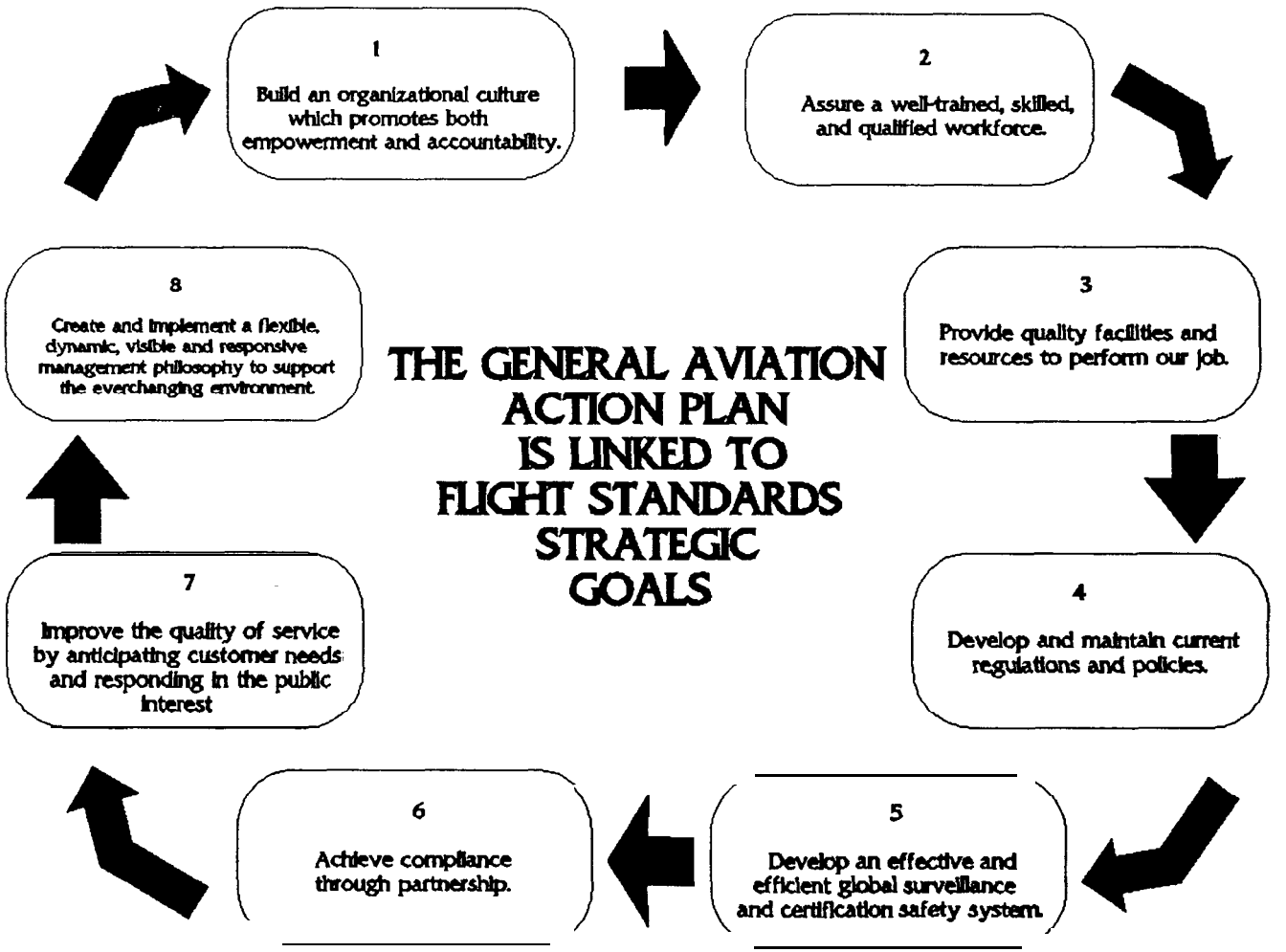

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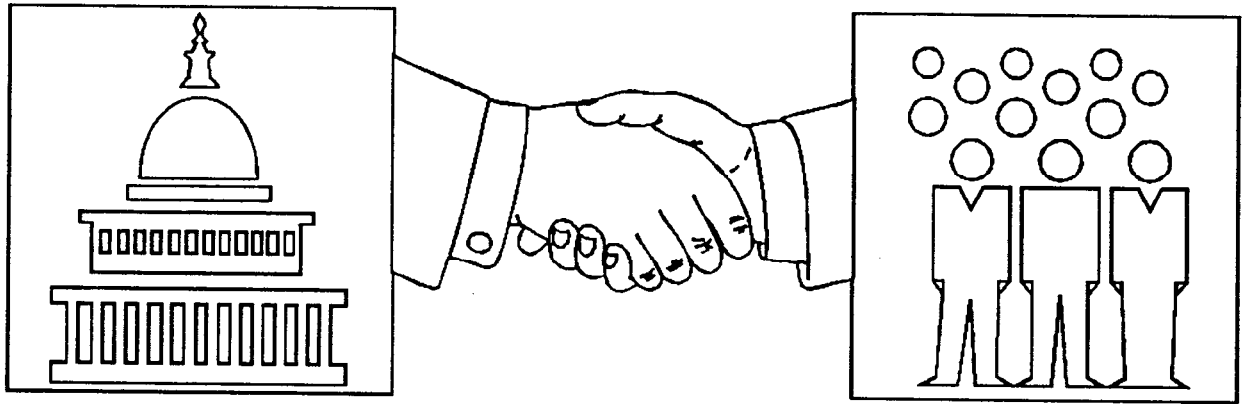

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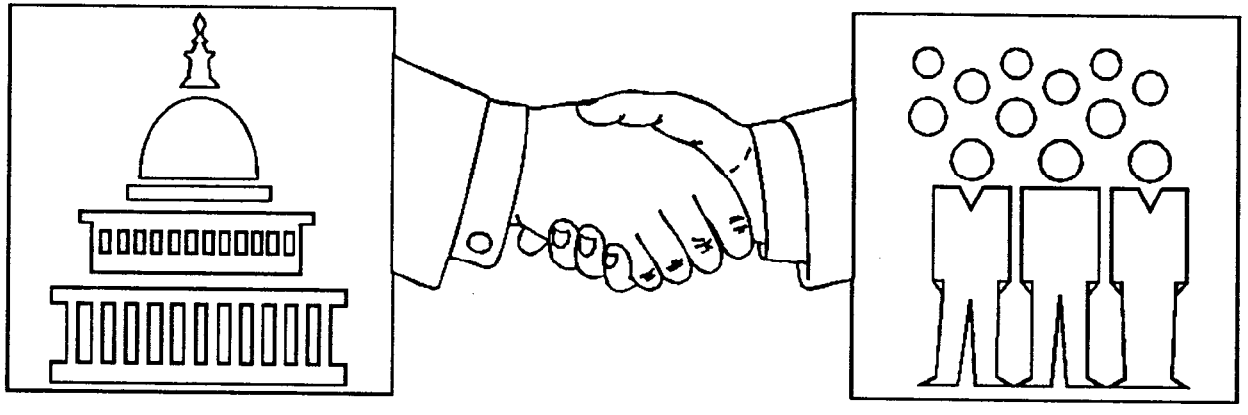

MAJOR OUTCOMES FOR 1993

A. Standardize inspector policy guidance and provide training to increase inspector awareness of goals, policies, and procedures..

B. Complete review of regulations and their implementation to ensure that they foster and promote general aviation while maintaining or improving safety.

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SYSTEM ACCESS AND CAPACITY

MAXIMIZE GENERAL AVIATION'S ABILITY TO OPERATE IN THE NATIONAL AIRSPACE SYSTEM (NAS).

A. Provide fair and equal access to airport facilities, all airspace and air traffic control services through the coordinated development of uniform policies by federal, state and local authorities..

B. Implement LORAN and/or GPS approaches at all public use airports.

MAJOR OUTCOMES FOR 1993

AFFORDABILITY

PROMOTE ECONOMIC AND EFFICIENT GENERAL AVIATION OPERATIONS, EXPAND PARTICIPATION, AND STIMULATE INDUSTRY GROWTH.

A. Ensure that FAA personnel, in all their actions, recognize the the necessity of promoting the economic viability of all elements of the general aviation community.

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COALITION CHARTER MEMBERS

Meets as needed to facilitate joint industry/FAA partnership actions at the Administrator level or higher.

STEERING COMMITTEE

Meets quarterly to track working groups progress, identify new partnership initiatives, assess emerging trends/issues (First meeting: February 3, 1993)

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WORKING GROUP B
Pilot Training Issues

CHAIR: Ron Swanda, General Aviation Manufacturers Association

GOAL/OUTCOME: Develop new training system, based on expanded human factors research, for high performance aircraft in all-weather operations.

TENTATIVE AGENDA/PRODUCTS

1. Industry '*standard" for transition training to complex high-performance GA aircraft.

   - pressurized aircraft above 18,000 (NOT requiring a type rating)
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2. Industry 'standard" for biennial flight review/recurrent training (following FAA final rule on flight review)

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WORKING GROUP D
Technology, Access to National Airspace System and other issues

CHAIR: Dennis Wright, National Business Aircraft Association

GOALS/OUTCOME: To support other outcomes in General Aviation Action Plan.

AGENDA/PRODUCTS: To be developed - however the initial goal will likely be to facilitate implementation of GPS by FAA and general aviation community.

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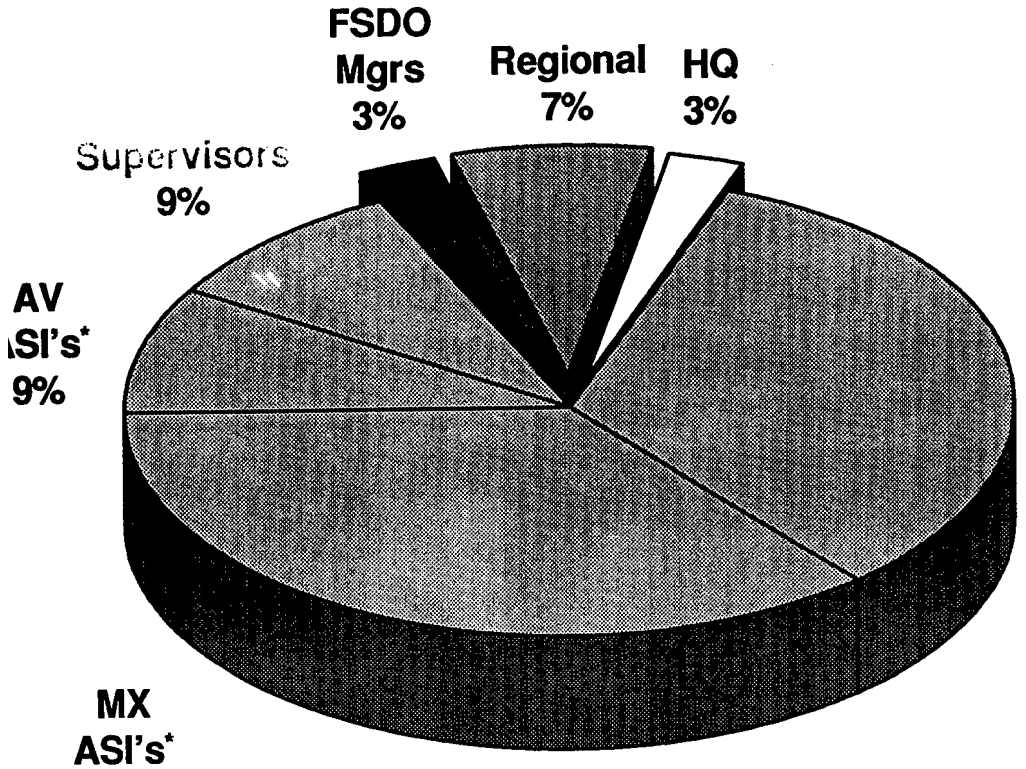
What is SPAS?

- Automated decision support tool
- Provides analytical information to supplement field oversight & management
- Aggregates & summarizes safety-related information into indicators
- Provides access to supporting information

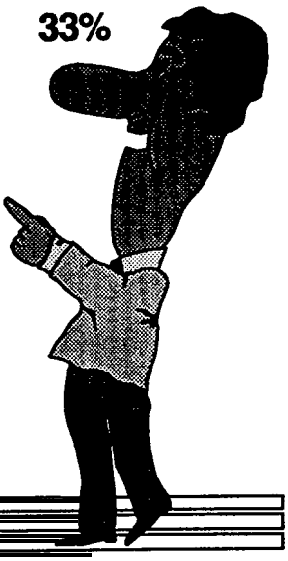
SPAS is "Indicators, Delivered"

- Indicatorengine
- Indicator definition
  - Operators — 5,000 certificates
  - Agencies — 10,000 certificates
  - Aircraft — 6,100 certificates (air carrier type equipment)
  - Air personnel — 700,000 certificates
- Dataimporting

SPAS Usage Profile



*Includes "geographics"



SPAS

5/28/93

Emphasis on Single Events

PTRS

```
03/08/93                          NPTRS Query System                    AYGQ310P
15:23                              Comment Format                       AYCTRD
---------------------------- For Official Use Only----------------------------
 Sel Record ID    Actv Desg FAR Make-Model-Series Reg #N    Stat  Rslt  Date
     Airman Name                 Depart  Arrive    Flight # Insp        DownDate
 --- ----------- ---- ---- --- ----------------- -------- ----  ----  --------

   1 AL039300000 3629 XXXX 121 L-1011-3851       NXXXXX    C     I    10/31/92
     AIRMAN, ANDREW              ATL     SLC       167      ABE        11/04/92
F753P
GROUND PERSONNEL SIGNALED TO CAPTAIN THAT IT WAS SAFE TO ROLL FORWARD ON A/C
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```
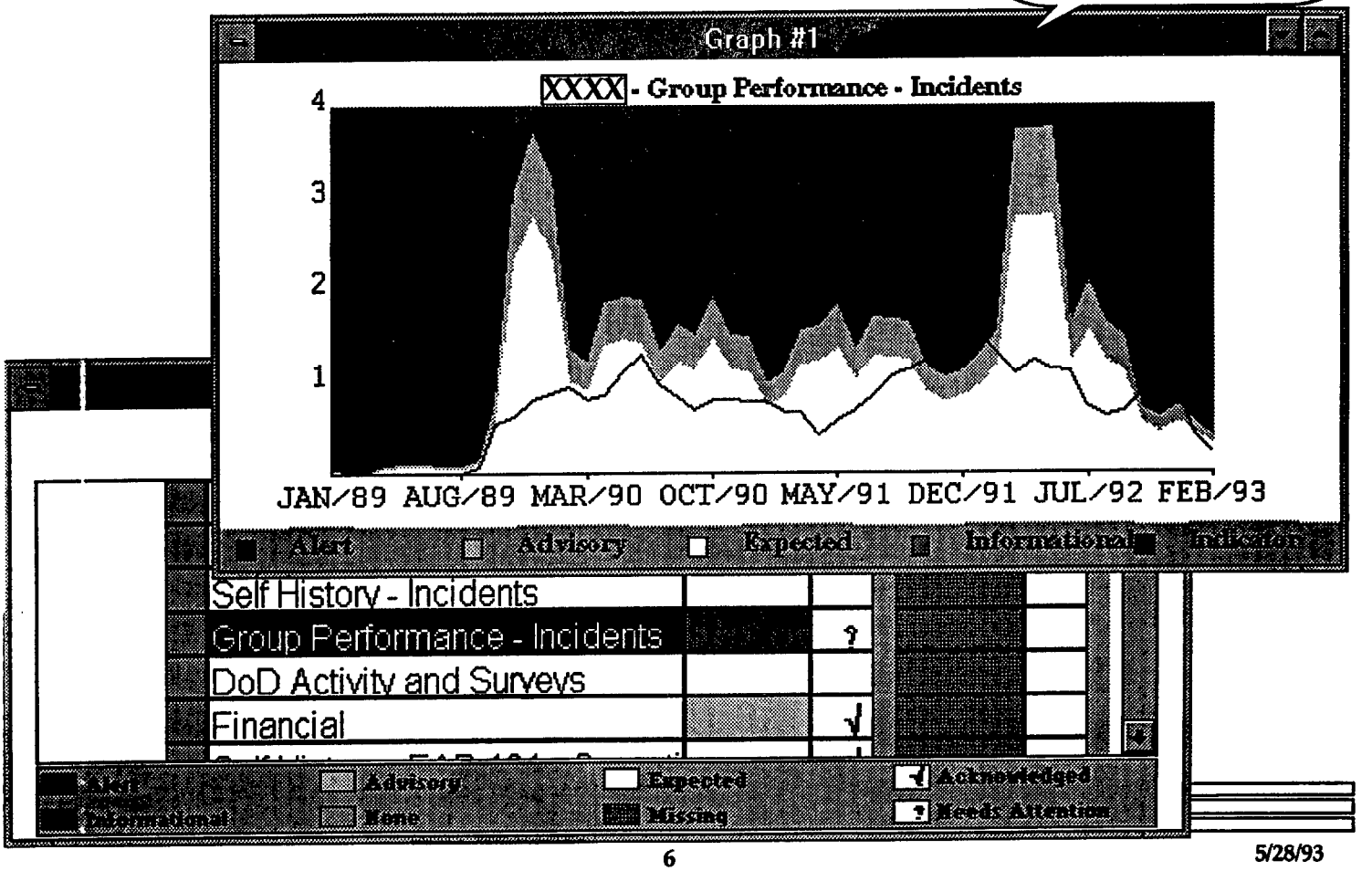

Emphasis on Analysis

SPAS



5/28/93

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Training Schedule

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Mar 9-11, 1993	– Group 1 Training -- Attendees Eastern Region, Teterboro, NJ FSDO (EA-25) Southern Region, Atlanta, GA FSDO (SO-11) Southwest Region, Dallas-Ft Worth, TX FSDO (SW-07) New England Region, Bedford, MA FSDO (NE-01)
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Installation Schedule

Feb 10-11, 1993	Bedford, MA FSDO, NE-01 (Alpha site)
Mar 12, 1993	Bedford, MA FSDO, NE-01
Mar 16-18, 1993	FAA HQ: AVR-1 , AFS-1, AFS-300, AFS-500
Mar 23-25, 1993	Teterboro, NJ: FSDO, EA-25
Mar 23-25, 1993	Atlanta, GA: FSDO, SO-11
Mar 30-Apr 1, 1993	Dallas, TX: FSDO, SW-07
Apr 6-8, 1993	Anchorage, AL FSDO, AL-03
Apt 13-15, 1993	Seattle, WA: FSDO, NM-01
Apr 20-22, 1993	Rapid City, SD: FSDO, GL-27
Apr 20-22, 1993	Lincoln, NE: FSDO, CE-09
May 4-6, 1993	San Jose, CA: FSDO, WP-15
May 6-7, 1993	FAA Technical Center, Pomona, NJ: ACD-220
Apr 27-29, 1993	Air Mobility Command, Scott AFB, IL

User Interface Prototype: Where does it fit?

- **Goal: To ascertain:**
  - **Usefulness of SPAS concept**
  - **Appropriateness of User Interface**
  - **Usefulness of indicators**
  - **Applicability/Impact to Flight Standards work flow**
- **Prototype implementation:**
  - **Selected number of data sources, frequency of updates, number of users**
  - **Initial "back end" performance**
    - » **Non-distributed architecture**
    - » **Communications limitations**

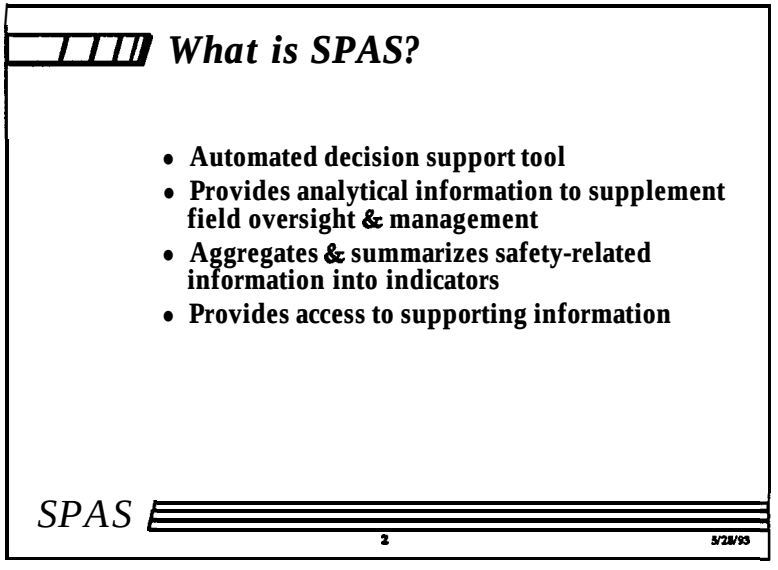
SPAS — 1994 and Out

- Data Analysis and Development of Indicators
- Software Development and Enhancement
- Infrastructure Prototype
  - Communications Improvements
  - Distributed Database
  - Client/Server
- ProductionSPAS
  - 2,800 FAA/AFS Users
  - 30 Data Sources

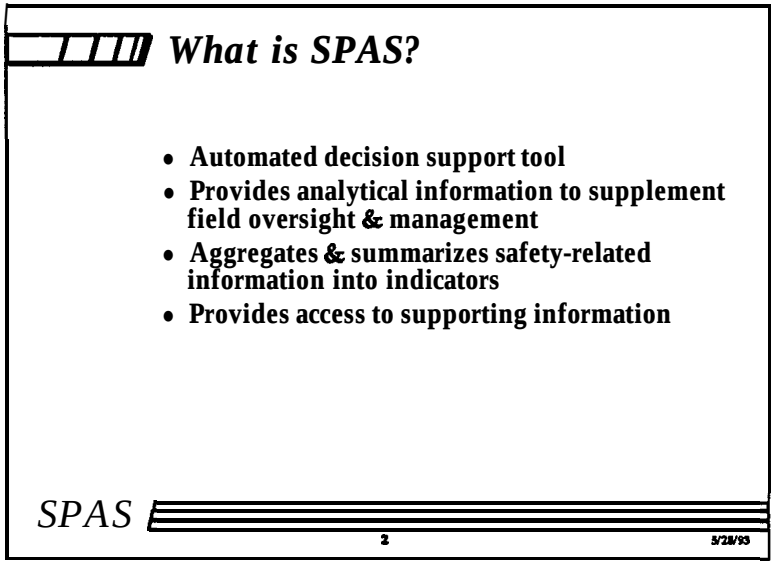
Safety Performance Analysis System (SPAS)

Flight Standards Strategic Management Conference
May 13, 1993
Edward D. Howerter

SPAS



- Based on ACAS
- MDP-1 was February 1991
- Suggests "Who to inspect" and "What to inspect", but doesn't tell you "What to do" (i.e. what action to take)
- Requirements derived from 150 ASIs interviewed and 375 questionnaires completed
- #1 requirement: "User Friendly"



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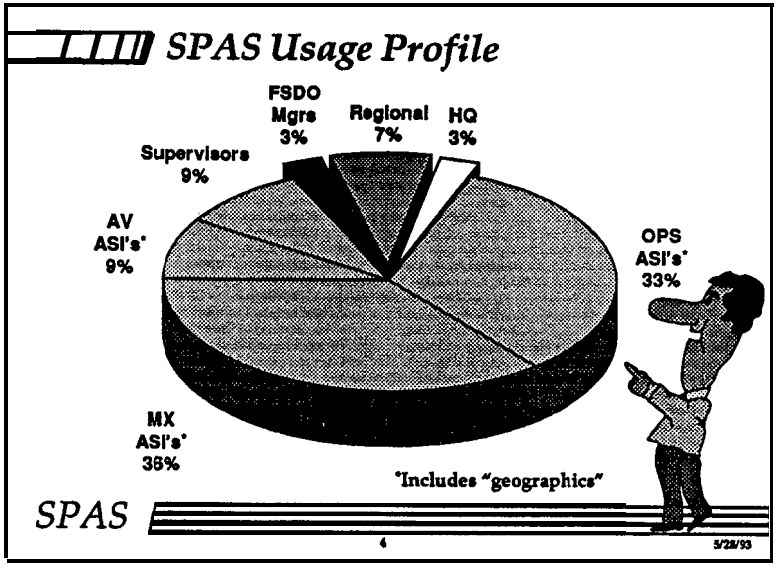
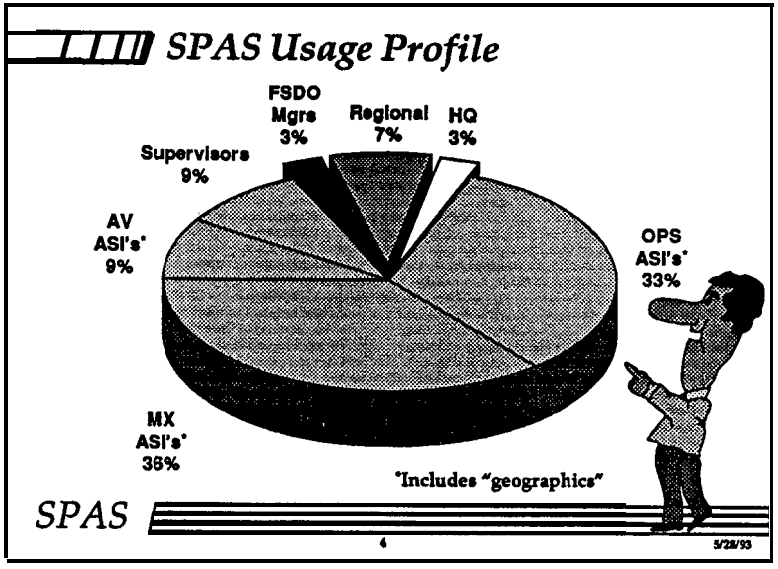


- Currently ~35 users in the prototype
- Full-up system will have 2,800 users



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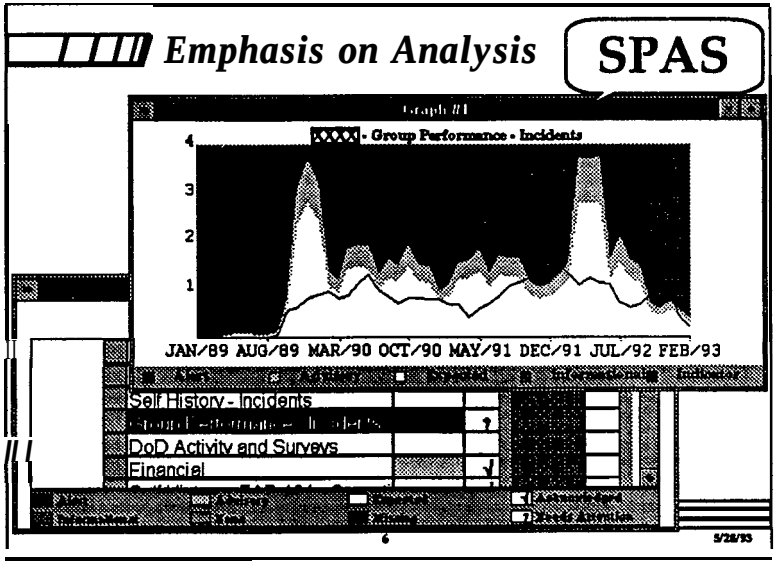
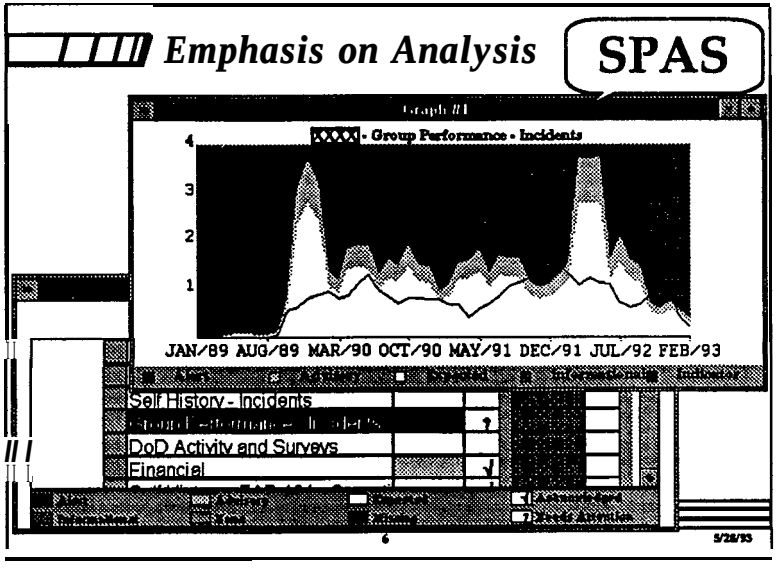


- **SPAS** is Client / Server
- **GUI**



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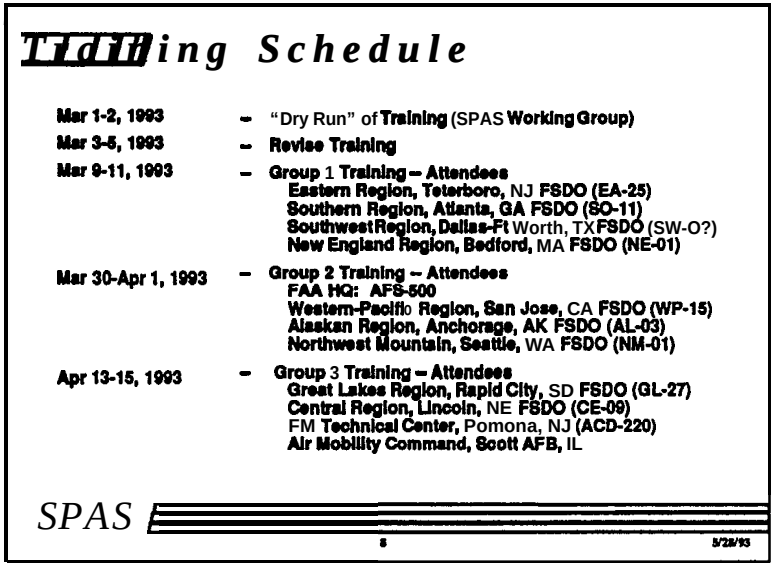
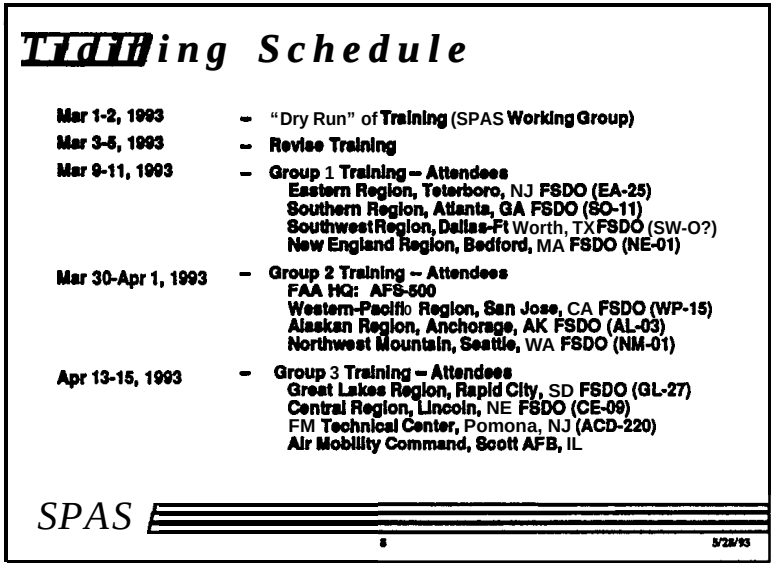


- Training included Windows training

-Was well received by users: "We told you what we wanted, you told us what you were going to do, and you did it!"



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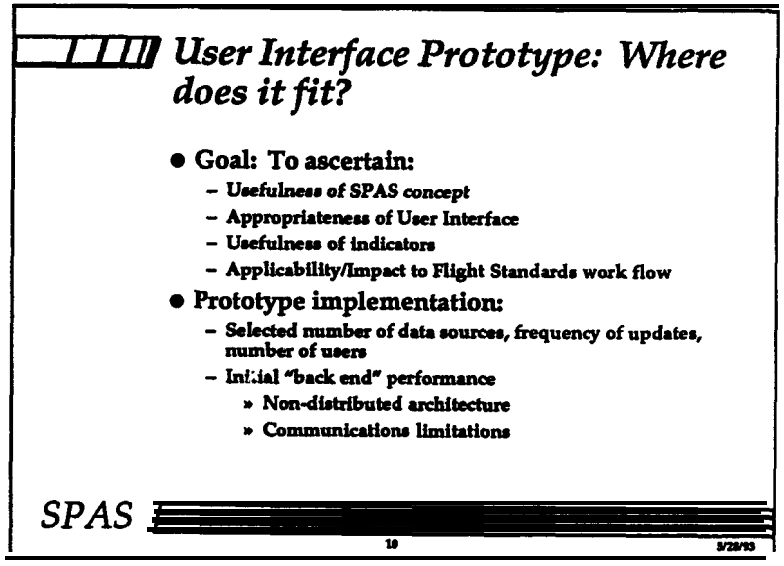
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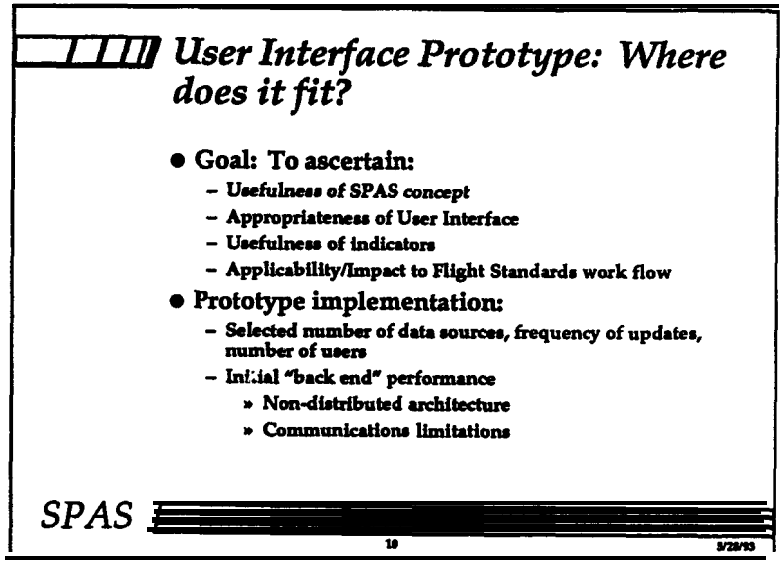
SPAS
19
5/28/93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Safety Performance Analysis System (SPAS)

Flight Standards Strategic Management Conference
May 13, 1993
Edward D. Howerter

SPAS 1 5/28/93

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SPAS 2 5/28/93

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SPAS 2 5/28/93

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03/08/93                          NPTRS Query System                    AYGQ310P
15:23                              Comment Format                       AYCTRD
------------------------------ For Official Use Only-------------------------------
 Sel Record ID    Actv Desg FAR Make-Model-Series Reg #N    Stat Rslt  Date
     Airman Name                Depart  Arrive    Flight #  Insp       DownDate
 --- ------------ ---- ---- --- ----------------- --------  ---- ----  --------

   1 AL039300000 3629 XXXX 121 L-1011-3851       NXXXXX    C    I     10/31/92
     AIRMAN, ANDREW             ATL     SLC       167       ABE        11/04/92
F753P
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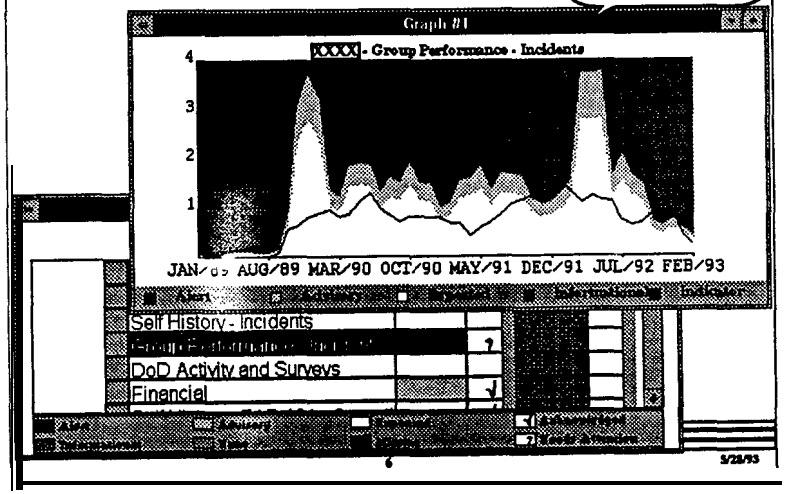
SPAS

5/28/9

Emphasis on Analysis

SPAS



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7 5/28/93

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SPAS

8 5/28/93

APPENDIX IX-8.

SLIDES - GPS

APPENDIX IX-8.

SLIDES - GPS

GPS ACTIVITY OVERVIEW

PRESENTED TO AFS STRATEGIC PLANNING CONFERENCE

JACK HOWELL, AFS-400

MAY 13, 1993

GPS ACTIVITY OVERVIEW

PRESENTED TO AFS STRATEGIC PLANNING CONFERENCE

JACK HOWELL, AFS-400

MAY 13, 1993

BACKGROUND ON GPS

- SATELLITE CONSTELLATION (6 PLANES/4 PER PLANE)
- SATELLITES FUNCTIONING IN ORBIT TODAY
- DoD DEVELOPED AND CONTROLLED
- PLANNED OPERATIONAL IN OCT1 993
- GPS COST TO DoD: $10.5B

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EXAMPLES OF DEFICIENCIES (CONTINUED)

- **TERMINAL:**

  ABSENCE OF INSTRUMENT APPROACHES AT ALL QUALIFIED RUNWAYS/RESTRICTIVE DEPARTURE PROCEDURES IN POOR VISIBILITY

- **SURFACE:**

  SURFACE NAVIGATION FOR ALL WEATHER OPERATIONS

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INSTITUTIONAL AREA OVERVIEW

MAJOR ISSUES:

- **OWNERSHIP/PROPRIETORSHIP--DoD/DOT AGREEMENTS**
- **FISCAL RESPONSIBILITY--DOT ROLE**
- **INTERMODAL COORDINATION**

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FLIGHT STANDARDS RESPONSIBILITIES
(CONTINUED)

REGIONAL/FIELD:

- PROVIDE HQ ELEMENTS FEEDBACK ON NATIONAL POLICY GUIDANCE

- MANAGE REGIONAL GPS PROJECTS IN CONCERT WITH FAA OBJECTIVES

  PROOF OF CONCEPT
  DEMONSTRATIONS
  EVALUATIONS

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CURRENT AND PROJECTED ACTIVITY

CURRENT:

- GPS SEMINAR
- AFS-1, AIR-I MEMO IMPLEMENTING GPS AS A SUPPLEMENTAL NAVIGATION SYSTEM
- OVERLAY PROGAM
- AC-91.GPS
- AC-90.DATABASE
- ORDER 8400.DGNSS
- OPERATIONS SPECIFICATIONS REVISIONS TO PARTS B, C, AND H

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CURRENT AND PROJECTED ACTIVITY
(CONTINUED)

- **OTHER SCAT-I PROJECTS**
- **PROJECT OCEAN**
- **CAT II/III DEMO**
- **WIDE AREA DIFFERENTIAL**
- **ETC, ETC**

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*APPENDIX **IX-9.***

EMPLOYEE AWARD WINNERS

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Innovations in Cultural Diversity -
Vicki J. Schubert
Aviation Safety Assistant, Denver FSDO

Mission Possible Award -
John Q. Gamble
Aviation Safety Inspector, Fairbanks FSDO
Robert E. Shepherd, Aviation Safety Inspector, Fairbanks FSDO

Good Friend Award -
Kenneth W. Watters
Airman, Seattle, Washington

Barrier Breaker Award -
Dennis S. Franks
Aviation Safety Assistant, Seattle FSDO
Phillip J. Hoy
Supervisor Operations Section, Seattle FSDO
Kristine A. Kays
Aviation Clerk, Seattle FSDO
Sarah J. Perotka-Moye
Aviation Safety Inspector, Seattle FSDO
Gail A. Rogers
Administrative Officer, Seattle FSDO
Errol H. Van Eaton
Supervisor, Operations Unit, Seattle FSDO
Keeton D. Zachary
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Aviation Safety Inspectors, Headquarters
Pamela S. McNabb
Program Analyst, Headquarters

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Nicholas A. Sabatini
Manager, Flight Standards Division, AEA

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APPENDIX IX-10.

CONFERENCE EVALUATION SUMMARY

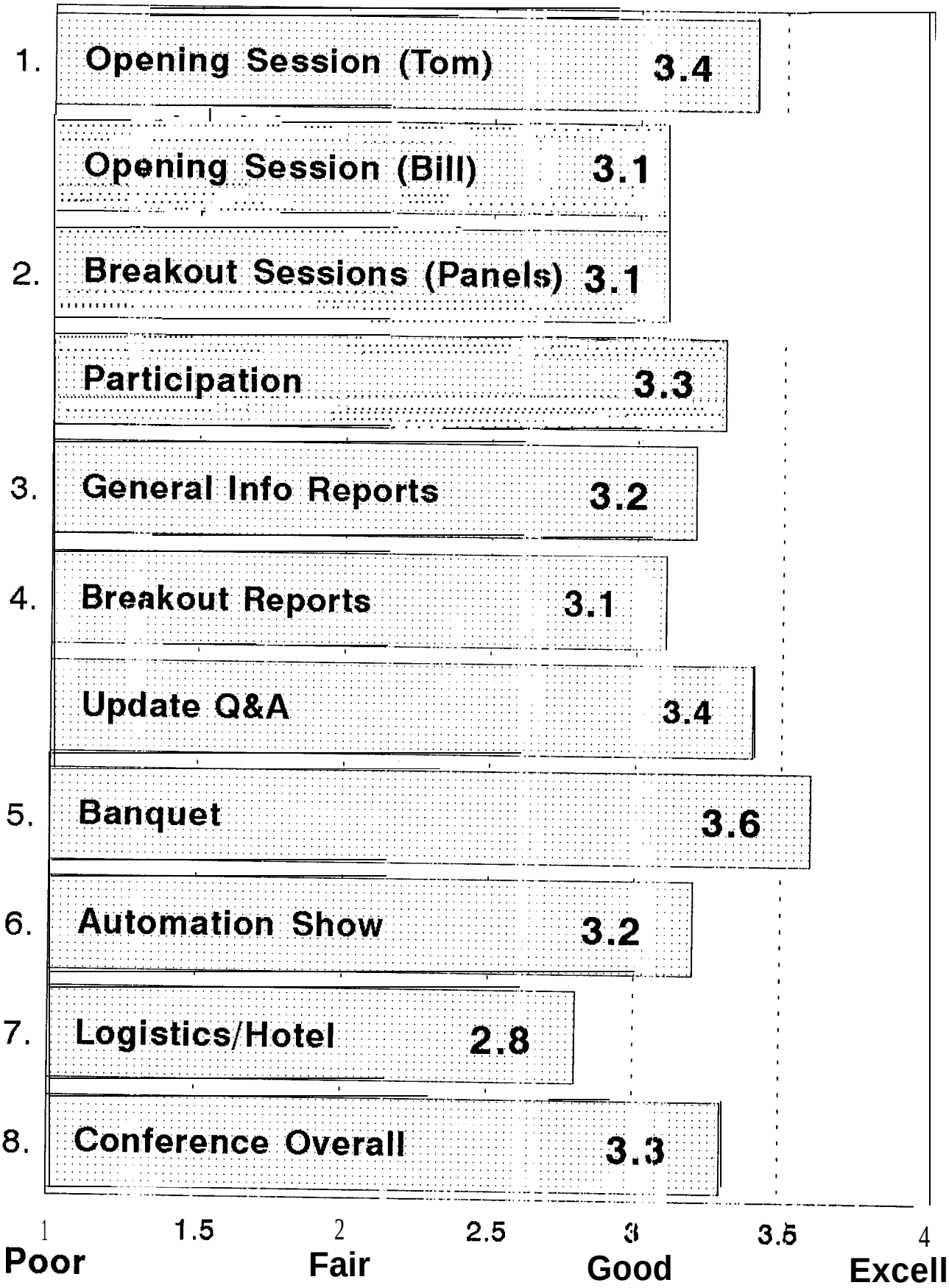
APPENDIX IX-10.

CONFERENCE EVALUATION SUMMARY

Flight Standards Service

National Strategic Management Conference

Evaluation Report May 11-14, 1993



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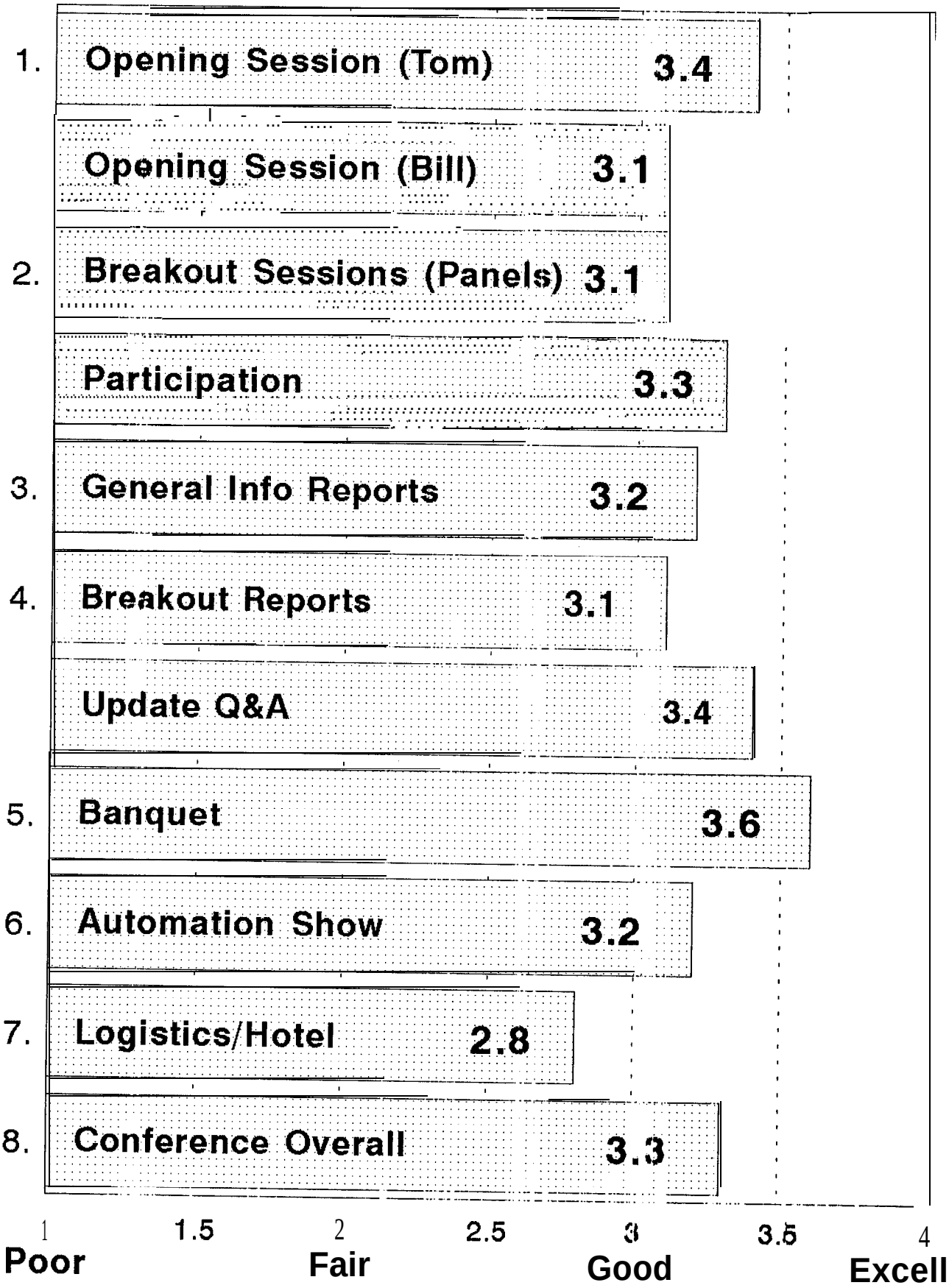

ANALYSIS OF COMMENTS CONTAINED IN AFS & CONTRACTOR SURVEYS

CATEGORY	NO.	TOTAL	SCORE
PANELS / BREAKOUT GROUPS			
POSITIVE COMMENTS			
PANEL GROUPS GOOD	25	100	
NEGATIVE COMMENTS			
PANELS SHOULD HAVE MORE DEPTH, GLOBAL THINKING	6		
PANELS WI SPECIALISTS & PARTICIPANTS BETTER MATCHED	4		
PANELS & TOPICS SHOULD HAVE BEEN ANNOUNCED EARLIER	3		
PANELS FOR REGIONAL BRANCH MGRS BY SPECIALTY (250, 290,ETC)	3		
PANELS SIZE SHOULD BE KEPT SMALL	3		
PANEL DISCUSSIONS SHORTER	2		
PANEL CHAIR SHOULD NOT HAVE PUT OWN INTERPRETATION OF RESULTS	1		
CHAIRS SHOULD STIMULATE PARTICIPATION ON 1ST DAY OF PANEL MTGS	1		
PANEL GROUND RULES TOO RIGID	1		
PANEL NUMBERS INCREASED FOR MORE PARTICIPATION	1		
PANEL QUESTIONS SHOULD BE LESS AMBIGUOUS	1		
PANEL TIME MORE	1		
PANEL TOPICS AND TIMES: ADVANCED NOTIFICATION	1		
PANELS CONSUMED TOO MUCH TIME	1		
PANELS DUPLICATED FOR EACH TOPIC TO DEVELOP CONSENSUS	1		
(SUBTOTAL - NEGATIVE)	30	60	
TOTAL PANELS/BREAKOUT GROUPS	***55***	***160***	***2.9***
CONFERENCE LOGISTICS & RELATED PLANNING			
POSITIVE COMMENTS			
BALLROOM TOO CROWDED-CHAIRS TOO CLOSE TOGETHER	10		
SITE (HOTEL & LOCATION) SHOULD BE BETTER	9		
CONFERENCE CITY: SOMEWHERE BESIDES DC	3		
HALLS & ROOMS SHOULD HAVE AIR CONDITIONING	1		
TRAVEL DAY SHOULD HAVE BEEN ALL DAY FRIDAY	1		
DRESS CODE SHOULD BE MORE RELAXED	1		
NAME TAGS TOO FLIMSY	1		
ONE ROOM FOR ENTIRE GROUP	1		
(SUBTOTAL - POSITIVE)	27	54	
NEGATIVE COMMENTS			
SITE (OFF-FAA BLDG) GOOD	1		
SITE ALLOWED MORE PARTICIPATION	1		
(SUBTOTAL - NEGATIVE)	2	8	
TOTAL CONFERENCE LOGISTICS	***29***	***62***	***2.1***
GENERAL COMMENTS			
QUESTION HOW BREAKOUT RESULTS WILL BE USED	6		
NEED MORE AGGRESSIVE DIVERSITY HIRING	1		
MARKETING OF FLIGHT STANDARDS NEEDED	1		
IF CHG IS SEEN, INTERNAL PROCESSES SHD BE OPENED TO SAME SCRUTINY	1		

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ANALYSIS OF COMMENTS CONTAINED IN AFS & CONTRACTOR SURVEYS

CATEGORY	NO.	TOTAL	SCORE
PANELS / BREAKOUT GROUPS			
POSITIVE COMMENTS			
PANEL GROUPS GOOD	25	100	
NEGATIVE COMMENTS			
PANELS SHOULD HAVE MORE DEPTH, GLOBAL THINKING	6		
PANELS WI SPECIALISTS & PARTICIPANTS BETTER MATCHED	4		
PANELS & TOPICS SHOULD HAVE BEEN ANNOUNCED EARLIER	3		
PANELS FOR REGIONAL BRANCH MGRS BY SPECIALTY (250, 290,ETC)	3		
PANELS SIZE SHOULD BE KEPT SMALL	3		
PANEL DISCUSSIONS SHORTER	2		
PANEL CHAIR SHOULD NOT HAVE PUT OWN INTERPRETATION OF RESULTS	1		
CHAIRS SHOULD STIMULATE PARTICIPATION ON 1ST DAY OF PANEL MTGS	1		
PANEL GROUND RULES TOO RIGID	1		
PANEL NUMBERS INCREASED FOR MORE PARTICIPATION	1		
PANEL QUESTIONS SHOULD BE LESS AMBIGUOUS	1		
PANEL TIME MORE	1		
PANEL TOPICS AND TIMES: ADVANCED NOTIFICATION	1		
PANELS CONSUMED TOO MUCH TIME	1		
PANELS DUPLICATED FOR EACH TOPIC TO DEVELOP CONSENSUS	1		
(SUBTOTAL - NEGATIVE)	30	60	
TOTAL PANELS/BREAKOUT GROUPS	***55***	***160***	***2.9***
CONFERENCE LOGISTICS & RELATED PLANNING			
POSITIVE COMMENTS			
BALLROOM TOO CROWDED-CHAIRS TOO CLOSE TOGETHER	10		
SITE (HOTEL & LOCATION) SHOULD BE BETTER	9		
CONFERENCE CITY: SOMEWHERE BESIDES DC	3		
HALLS & ROOMS SHOULD HAVE AIR CONDITIONING	1		
TRAVEL DAY SHOULD HAVE BEEN ALL DAY FRIDAY	1		
DRESS CODE SHOULD BE MORE RELAXED	1		
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(SUBTOTAL - POSITIVE)	27	54	
NEGATIVE COMMENTS			
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